Connecticut INDUSTRY

FEBRUARY 1951

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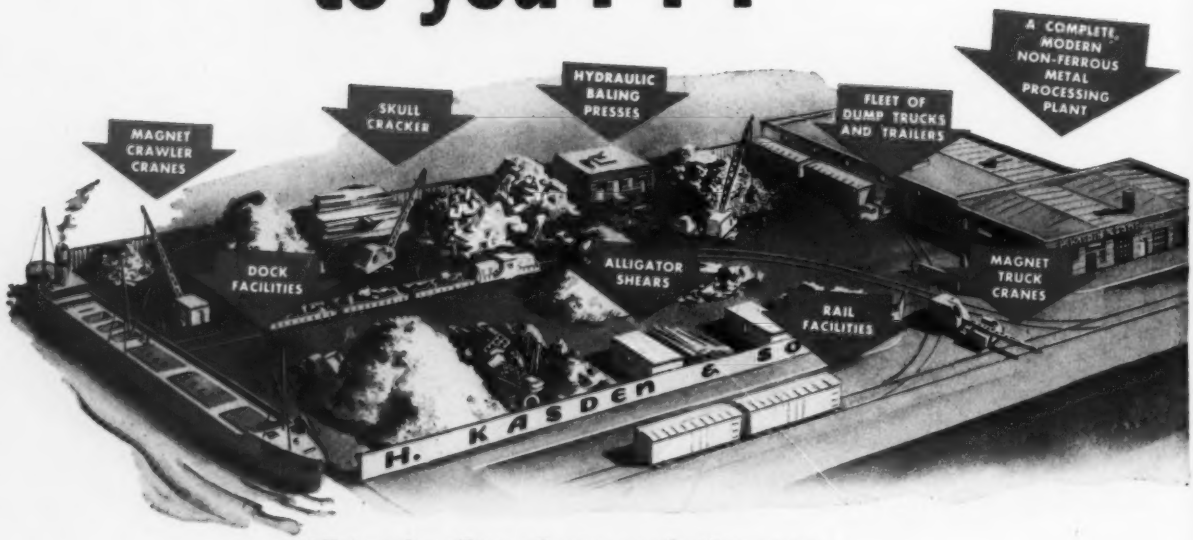

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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 29 - NO. 2 - FEBRUARY 1951

L. M. Bingham, *Editor*

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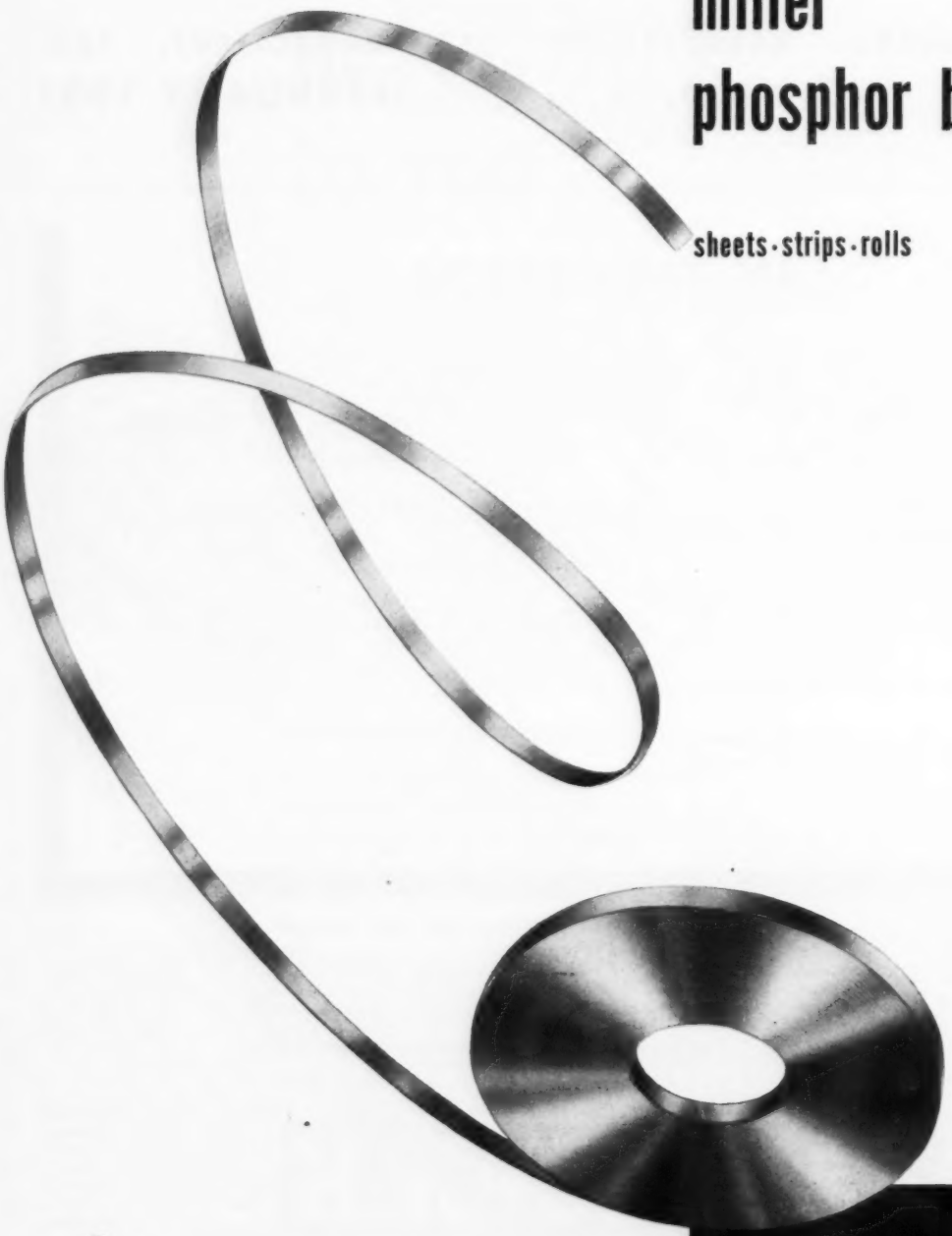

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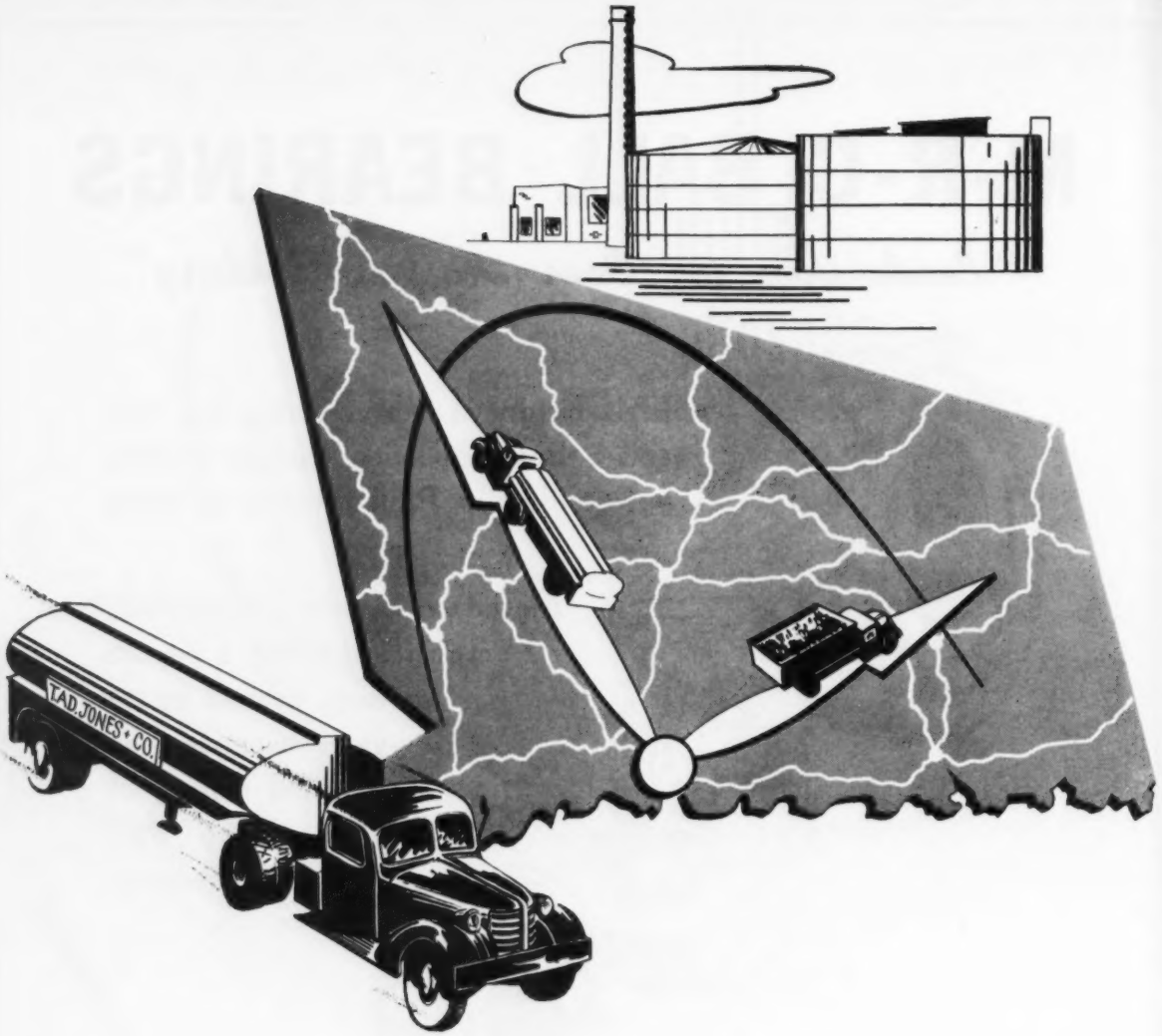

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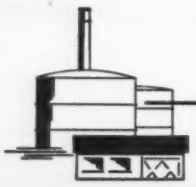

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NEW HAVEN BRIDGEPORT

Supervision Is In for Another Tough Job

THEY WILL NEED MANAGEMENT'S ASSISTANCE AND INSPIRATION

By GEORGE H. REAMA, *Vice President—Manufacturing*, American Screw Company, Willimantic

IF PRODUCTION and more production is the chief answer to help prevent inflation and to support the dual programs one for defense and one for the maintenance of our civilian standards—then we sure are going to need good supervision.

Manufacturing will again be confronted with material and manpower shortages. Many skilled men will be drafted, labor turnover will be higher, and employees will be more independent in their attitudes and in their choice of employment. Production schedules will be interfered with for lack of material, supples and many other reasons.

Against the background of wartime production, the function of the foreman is brought into greater importance. These commissioned officers of management, these men whose duties make them the executives of good will between management and the body of employees, occupy in some respects the most important positions in any organization. And their proficiency on the job is, in many cases, directly related to the inspiration and training given them for the job.

Supervisors are in general as good and, in many cases, even better than management invites them to be. I realize that foremen have made and do make mistakes, but I believe that they have been blamed for many industrial conditions for which they should not in any sense be held responsible. One who attends conferences involving the exchange of management experiences, or who reads some of the literature relating to foremen, might come to the conclusion that foremen as a group are at the bottom of many shop management difficulties.

When foremen are taken into the confidence of management and are made an essential part of the executive organization, they do respond and try to the best of their ability, to carry out the desires of their organization. I predicate that statement on the prerequisite that the foreman must possess the essential supervisory qualifications. If that should not be the case, then it is the responsibility of management for having appointed him in the first place or, in the second place, for having kept him on the job after it was apparent that he would not qualify. Foremen, as a group, seem to have an uncanny intuition as to whether or not a speaker or leader knows what he is talking about.

What are we doing and what are we going to do under the defense program, to help the foremen who are the men in the industrial foxholes? We have found the following lecture-discussion program very beneficial:

The value of the lecture-discussion method has been demonstrated in our organization. We have made tests on foreman training by distributing to our supervisors some of the best commercial training literature available, at the same time requesting the men to study it. At the next meeting I have asked them to explain the ideas and to tell me what they learned from the written material. It generally develops that they did not get the whole meaning of the lesson. However, a short discussion of the subject made it possible for everyone in the group to grasp the real meaning. It is not reasonable to expect men who have been out of school for years to be able to study alone and to derive the full benefit of the text. Better results are obtained when foremen are not rated for class work. Supervision teaching, just as is the case with other types of class work, is a gradual and continuing process. One complete course will not do the job. Education is a continuous job for all of us.

Both lecturing and discussion are necessary, because the purposes of the training are to pass on the policies, purposes and problems of the organization and to teach supervisors to keep up to date on employee relations, company problems and progress. This brings about a desirable exchange of opinions. While the leader conveys information to the foremen, they in turn state their reactions and also those of the men whom they supervise.

Discussions should be free, but must be controlled. The meeting should not be allowed to get off the track. Many training programs have failed because the leader permitted the entrance of discussions on routine matters or on troubles and misunderstandings between departments or foremen. These latter conditions should be handled by superintendents in accordance with regular organization methods; they are certainly not a part of a foreman's training program.

One essential subject is the fundamentals of a good executive. Executives and supervisors realize that the hardest fellow in this world to control and supervise is himself. Having learned to do that properly we, as executives, will not have any difficulty in supervising others.

Another matter that should be kept in mind is not to overlook the foremen when the company is a party to a collective bargaining agreement. It is very embarrassing for a foreman not to be well informed on the developments in advance of the union representatives. There are occasions when it is advantageous to invite the local union officers to attend foremen's meetings.

Lecture-discussion meetings are also very successful in preventing confusion, in adjusting misunderstandings and in improving the quality of the product. In this connection, it is a matter of regret that there is not time to hold group classes with all workers. I am convinced that a lecture-discussion of company facts would eliminate at least 80 percent of the misunderstandings between employee and employer—and would simplify the job of the foremen.

Industry cannot do this defense program job without the best kind of supervision. The responsibility of management is to obtain and to maintain good supervision. This goal is not difficult to reach when foremen are properly selected and carefully trained, granted that they are taken into the confidence of management and rated with the prestige and remuneration consistent with their increasing responsibilities.

This is the twentieth in a series of guest editorials. Mr. Reama began his four-year term as a director of the Association January 1, 1951.

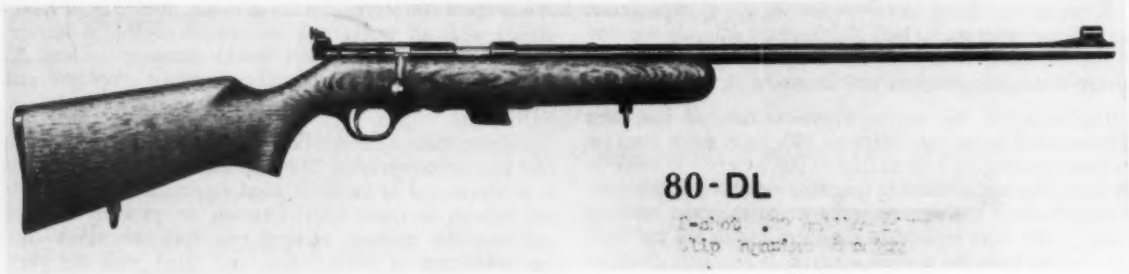
AERIAL VIEW OF THE NEW HAVEN PLANT OF MARLIN FIREARMS COMPANY.

MARLIN EVINCES TRUTH

of Yankee Ingenuity

JOHN MARLIN wouldn't know the Marlin Firearms Co. today. For Mr. Marlin who in 1870 founded the gun making concern bearing his name would hardly recognize the change time has wrought—from a fledgling company of independent gunsmiths to a highly integrated mass production plant of 700 men and women.

It was eighty-one years ago this year that John Marlin, a gunsmith, settled in New Haven and made his first Marlin gun. The firm was originally engaged in producing pistols, revolvers and the famous "Ballard" target and sporting rifles. The term "Ballard" identifies the peculiar patented breech action of a single shot rifle of American origin named after its inventor, C. H. Ballard. These single shot Ballard rifles, produced in the days before repeating rifles were very common, soon became celebrated for their simplicity of function and barrel accuracy. The Ballard type rifling, developed at that time, has never been surpassed and is still one of the features making this firm's products



MARLIN MODEL 80-DL, eight shot .22 caliber rifle, with clip magazine repeater.

popular up to this day. Now considered a choice possession of the gun collector, The Marlin-Ballard, discontinued in 1890, was made in ten different models in many calibers.

Marlin also manufactured handcuffs. As time went on, however, manufacture of pistols, revolvers and handcuffs was discontinued while the business centered around the production of repeating rifles and shotguns.

In 1880, the plant had to expand to meet consumer demands. At that time, it was incorporated as the Marlin Firearms Co. with capital stock of $200,000. Charles Daly of Schoverling, Daly & Gales, a New York sporting goods concern, invested a substantial amount in the new firm and became its first president serving until John Marlin bought him out and acquired complete ownership.

At the death of John Marlin in 1901, his son, Mahlon, assumed the presidency. A younger brother, J. Howard Marlin, who now lives in Pine Orchard, Conn., became vice-president and secretary.

At the turn of the century, the company was making lever-action repeating rifles in all calibers, lever-action and slide action repeating shotguns, and slide action .22 rifles. In addition to these stock models, many requests were received for elaborately engraved rifles and shotguns with inlays of gold, silver and platinum. One request that had to be modified was for a rifle with a solid gold barrel. The company persuaded the customer to settle for a gold plated rifle—a solid gold barrel would explode because of the softness of the metal.

In May of 1910, the Marlin Firearms Co. took over all the machinery and stock of the Ideal Manufacturing Co., makers of cartridge reloading implements for pistols, rifles and shotguns. Ideal reloading tools are now manufactured by the Lyman Gun Sight Co., Middlefield, Connecticut.

Mahlon and J. Howard Marlin sold the Marlin Firearms Co., "lock, stock and barrel" to the Marlin-Rockwell Corp. in 1915.

This was a new company established to make machine guns, aerial drop bombs, airplane radiators, and military rifles for World War I. Production of sporting arms was discontinued and the plant completely retooled for machine gun manufacture. By 1918, Marlin-Rockwell was the largest producer of machine guns in America, turning them out at a rate of 500 a day.

THEDORE F. LYNCH

ROGER KENNA

During the first war, Marlin-Rockwell expanded into other fields, notably in the manufacture of ball and roller bearings. When the war was over, the company concentrated on its bearing business. In 1921, after having helped make the world "safe for Democracy" —Marlin Firearms was reorganized with John F. Moran as president, and

THE MARLIN RAZOR BLADE building adjoins the firearms plant. Here Marlin blades are packed and shipped. The blades are manufactured in the Marlin blade plant in Newark, New Jersey.

sporting arms production resumed. This company ran into financial difficulties in 1923, and all manufacturing ceased.

A new figure entered the Marlin picture in 1924 when Frank Kenna bought the gun plant at a sheriff's sale for $100.00 cash plus $100,000 mortgage. Where John Marlin was the superlative craftsman, Frank Kenna was the resourceful business man. When Mr. Kenna took over the Marlin property, the company resumed its original name as the Marlin Firearms Co. The plant retooled for sporting arms manufacture, and the market for these guns redeveloped. This was no easy problem, but by aggressive management, the company regained its position as one of the top companies in the sporting arms field. Among its developments during this period was the over-and-under double barreled shotgun.

Marlin entered the highly competitive razor blade field in 1936 and subsequently gained the byline "Marlin evinces truth of Yankee ingenuity" by its rapid rise to razor blade prominence. The billionth blade was produced in 1947, by which time Marlin double edge and single edge blades had become a well known brand. Marlin blades, manufactured at the Marlin razor blade plant in Newark, New Jersey, are now packed in a "Safti-Quick wrap, which protects the fingers of the shaver. The blade is hooked on the razor, and the "Safti-Quik" wrap slides right off.

One of the sidelights of the razor blade business is the flood of suggestions the company receives for the problem of what to do with old razor blades. A Philadelphia lawyer came up with one which features the use of old blades in a lawnmower run by a vacuum cleaner motor. A Seabee during World War II developed a small radio receiver with a used Marlin blade as crystal and a few scraps of wire.

When World War II became a reality, Marlin again discontinued the production of sporting arms as it had during the first World War. Marlin now manufactured airplane wing fittings, Garand rifle and carbine barrels, ammunition belt links and a light 9 mm. submachine gun for the Dutch Netherlands Commission.

ANY HUNTER WILL AGREE that the fit of the stock of his rifle is more important than the fit of his hat. This stock is being checkered not only for decorative purposes, but to give the hunter the best possible grip on it.

Late in 1945, when the Hunter Arms Co. of Fulton, New York, was going through reorganization proceedings, the Marlin Firearms Co. acquired all the assets of this company and reestablished the business as the L. C. Smith Co., Inc., a wholly owned subsidiary. This subsidiary company manufactures the L. C. Smith side-by-side double barreled shotgun, a companion piece for the Marlin over-and-under shotgun.

Within the last two years, Marlin, ever conscious of the competitive market, has introduced two new rifles to the public—one, the model 88 semi-automatic .22 caliber rifle of unique foul proof design; the other, a high powered rifle in caliber .35 Remington which in one short year has been acclaimed as one of the best brush cutting, hard hitting guns available.

The 336-.35 Remington was designed from the basic action of the Marlin high power. One of the virtues of this model is that it offers greater killing power, and the locking of the action is comparable to that of a 50 caliber machine gun in strength of performance.

For the high-powered big game enthusiast who likes to shoot in the off season as well as those who enjoy hunting small game and general "around home" shooting, Marlin offers the model 39A, a lever action, side ejection, receiver take down .22 rifle which features the "heft" of a high-power rifle with the economy of the small bore. The model 39A is the successor of the Marlin 1897 bicycle gun which also had the take down action so that the gun could be easily carried under the cross bar of a bicycle. Inasmuch as the take down feature still makes for easy cleaning, Marlin has retained it through the years.

Marlin also produces a single shot, clip bolt action and tubular bolt action repeaters of .22 caliber. The over-and-under double barreled shotgun in gauges 12, 16, 20 with single sighting plane has answered the need for a moderate price trap, skeet, bird and duck gun.

All of the sixteen models of Marlin rifles and shotguns can readily be identified because of the distinctive bull's-eye trademark found in the buttstock.

In keeping with the present war effort, Marlin is expanding into war work. Already in the initial stages of production are contracts for tank transmission units, .22 millimeter gun charger assemblies and M3 sub-machine gun barrel assemblies.

The keynote of the Marlin Firearms Co. has been that of progress. Technical excellence and managerial efficiency have increased its business volume tenfold in as many years.

Appointment of Roger Kenna as president of the Marlin Firearms Co. and its subsidiary companies was announced in January, 1948, by the company's Board of Directors. Kenna succeeded his father, Frank Kenna, who died in December, 1947.

Theodore F. Lynch is vice-president of Marlin and the L. C. Smith Gun Co. Lynch, who joined the gun company in 1936, is a Harvard graduate and is active in New Haven civic affairs.

The Brinnell Company:

YANKEE INGENUITY AT WORK!

EDITOR'S NOTE: This is one of an intermittent series of short articles on new or comparatively new industries of Connecticut.

PROOF that industrial success stories are still being written by Americans of ingenuity and perseverance is found in the growth and development of the Brinnell Company of Granby, Connecticut. The invention of a revolutionary electronic device, the Protectron, turned the partnership of Everett C. Brill and James G. Schnell into an active corporation whose products and services are destined to build an international reputation. Already its product, Protectron, is in use the world over.

Originally founded in 1946 as a development research organization for the purpose of solving industrial problems, the Brinnell Company started with limited capital and office space in a spare room of Mr. Schnell's home.

With the invention of Protectron, the company moved into a small abandoned war plant and finally into its present quarters in Granby. Brinnell has established its own Chicago office to serve its Midwestern manufacturing clientele and is represented throughout the country by exclusive agents or jobbers. Company patents extend to foreign countries and at present negotiations are under way to accomplish the manufacture of Brinnell products under license agreements in several foreign countries.

Such rapid strides forward are not only a tribute to the Yankee inventiveness and ingenuity of the two young men of Connecticut who founded the Brinnell Company, but to the extreme value of their product itself. The story of the Brinnell Company is largely the story of Protectron, for without such a significantly useful product, all the time, energy, and efforts of its founders would have gone to naught.

The Protectron Story

While acting as industrial consultants, Mr. Schnell and Mr. Brill discovered a startling need, especially in the metal working industry, for some device which would stop the breakage of expensive dies and machinery. So acute was this problem of breakage, that replacement, down time, and increased costs of manufacture frequently resulted in eating up a firm's profits.

If some method could be found to solve this problem, not only would manufacturing costs be reduced but overhead could be more accurately determined and controlled. It would no longer be necessary to have someone stand by each machine on guard against trouble. One man could easily control four or five machines. Especially in times of a shortage of skilled manpower this could be a tremendous factor in determining the success or failure of an industrial enterprise. Another great benefit would be the elimination of faulty products caused by slight machine misadjustments or broken tools which often were not sufficient to be noticed until great amounts of "scrap" had been manufactured. It would follow from all these benefits that a solution to the problem would aid immeasurably in the stabilization of production and delivery schedules.

This was the problem to which Mr.

(Continued on page 32)

SOME OF THE PROCESSES carried out at the Brinnell Company, and a cross section of the products manufactured there are shown in this group of photographs.

MANUFACTURING—

CONNECTICUT'S CHIEF RESOURCE

By JAMES A. WALSH, *President*, Armstrong Rubber Company, West Haven, Conn.

EDITOR'S NOTE. Last May Mr. Walsh talked with a group of school teachers and administrators after they had observed the operations in his plant as a part of the Greater New Haven Business-Industry-Education Day celebration. His remarks went beyond the usual discourse on company history given on such occasions to reveal the industries of the state as Connecticut's chief resource. We are publishing the substance of his remarks in the hope that industrial management readers will present similar facts to their own employees and to community groups, and that other readers will use their influence whenever possible to promote their own best interest by encouraging rather than hindering the expansion of Connecticut's industries.

THE Armstrong Rubber Company first started manufacturing in 1916 at Newark, New Jersey, with six employees. In 1918 we moved to Garfield, New Jersey, and there employed about fifty people at first.

Twenty-eight years ago, that is, in May 1922, Armstrong purchased the land, buildings and machinery of what had been the Kelly Tire Company of West Haven and began manufacturing here with a force of about a hundred and fifty men.

If you can remember employment conditions in 1922 you will realize that although a hundred and fifty jobs made very little impression upon the number employed at that time it was, neverthehless, a welcome beginning for West Haven.

Since that time we have grown steadily and our payrolls have been constantly increasing until today at its three plants Armstrong employ about three thousand people and has a payroll of about $700,000.00 a month.

I know, of course, that business in West Haven is not dependent upon Armstrong, but I can assure you that our payroll gives an appreciable lift to every store and business house in this vicinity, to the railroad and the public utilities who serve this area and to every butcher and baker in the town.

Armstrong is only a typical example of Connecticut manufacturing.

The fact of the matter is that nearly everybody in Connecticut—doctors, lawyers, dentists, storekeepers, railroad and public utility employees, teachers, policemen, State and Town employees —owe their living either directly or indirectly to manufacturing.

JAMES A. WALSH

If all factories were taken out of Connecticut the State would become a collection of ghost towns and deserted villages.

Not enough people have given serious consideration to the question of what makes the wheels go round in this State. We must all realize before it is too late that anything that injures manufacturing in the State of Connecticut injures every inhabitant of the State.

We ought to get that firmly fixed in our minds.

Making Money Versus Creating Wealth

There is a big difference between making money and creating wealth. A man might get rich by picking the right horse, by winning the sweepstakes or even by making his point in a crap game; he might get rich because he was a great musician or singer or he might get rich catering to the tourist trade or to the pleasure and amusement of others.

But, in the process of getting rich in this manner he would not create one single dollar of wealth. He would simply gather to himself some of the wealth that had been created by others.

The creation of wealth is something entirely different. A person can create a great deal of wealth and lose money in the process. A corporation can create wealth without making profits for the stockholders. Farmers have been known to create a great deal of wealth in the form of wheat, corn, tobacco and dairy products only to find at the end of the year that they had made no money.

But, nevertheless, the creation of wealth means a better living standard for more people.

The point I wish to stress is that the making of money is not the same as the creating of wealth.

All wealth stems from the land and the natural resources of the land and sea. There are five mediums through which wealth is created and once created it can be churned around and can change hands over and over again.

Wealth is created by farm, forest, fishery, mine and factory. Except for the factory all the other wealth creating media are natural resources. Once our natural resources are gone we have only the factory to fall back upon.

That is exactly where Connecticut stands today—no natural resources to speak of.

Farms. Connecticut farms cannot compete with the fertile lands of the Middle West. We do raise tobacco and garden truck and dairy products but our farms cannot produce the food we need. Millions of dollars pour out of Connecticut every year for farm products. If we didn't have some way to bring in dollars we wouldn't be able to buy food.

Our population cannot be fed by Connecticut farms.

Forests. We have little saw-log timber left in Connecticut, no paper or pulp, no naval stores. We send out mil-

lions of dollars every year for forest products. Our people would be without shelter if we depended on Connecticut lumber.

Fisheries. While it is true that we have an oyster industry and that some fish is taken and some lobsters caught along our rocky shores it is a fact, however, that more lobsters are eaten at Savin Rock during one Sunday than are taken from Long Island Sound in a year. Connecticut would be poor indeed if it depended on our fisheries.

Mines. Connecticut has no mines—no gold or silver or iron or coal or petroleum underlie our rocky hills. Connecticut is trying hard now to get a steel mill by putting together ore from Labrador and coal from Virginia. We are going to great lengths and rightly so and our State leaders are trying hard to win this steel mill. I sincerely hope that they will be successful because it will mean much to this State. But, while driving down that avenue in quest of a steel mill they should not forget nor lose sight of the thousands of varied manufacturing enterprises already in the State. **It is just as important to keep the ones that are here now as it is to get new ones.** If we do not have wise and sensible laws and rules and regulations in this State to aid and abet manufacturing and keep it here, it is no use trying to get new units. Never again should Connecticut lose industry as it lost the cotton mills and the automobile factories to the South and the Middle West.

If we cannot feed ourselves from our farms—if we cannot house ourselves from our own forests—if we cannot clothe ourselves from our own wool and cotton—if we cannot supply the basic raw materials of the mines and the oil wells—then how do we live and how do we get the money to send out of the State to bring in these necessities of life?

Manufacturing—Connecticut's Life Blood

The answer is—the *FACTORY*. Manufacturing and manufacturing alone gives Connecticut its life blood.

Anybody who advocates undue pressure on manufacturing, anyone who advocates rules, regulations and laws that unnecessarily raise the cost of production in our factories is literally robbing you of a job whether you teach school, work for the railroad or run a ride at our amusement park.

All natural resources are free and without cost except for the labor of winning them away from nature and bringing them through their successive stages to a higher intrinsic value through the application of man-hours of labor, well directed management and modern and costly tools.

You have seen our building and our tools but I doubt very much if you have made a connection between these tools and the dollars that the town of West Haven pays to you each month.

How can the people of this State send out huge amounts of money to bring in the food we eat, the material that builds our homes, the oil and gas that run our automobiles and the raw materials for our factories and, at the same time, have money left over to pay you teachers and other civic employees? It looks very much as though it is all going out and nothing coming back, doesn't it? Well, it is all going out and nothing coming back except for one thing and that is *factories and their payrolls*.

There is absolutely no substitute in the State of Connecticut for the factory payroll.

You have toured the plant and you have seen the machine tools; you have seen the workers diligently and rapidly doing their jobs, each one an expert on his particular operation, but you cannot see and did not see the brains and the effort of the men in the management and engineering end of this business. We have engineers and chemists and scientists; we have time study men, and motion analysis men; we have experts on job evaluation and we have a lot of men that you did not see. It takes a great many good men to run a factory and we have those good men.

Surely, when I started with Armstrong in 1916 it was a one-man job and even when we went to Garfield it was still easy to supply the management "know-how" through a few practical and experienced supervisors. Even when we first came to West Haven our production was such that an organization of special technicians was unnecessary but today Armstrong, with a potential production in all of its plants of 20,000 tires a day and with a total payroll of nearly $10,000,000 a year, must have and does have an organization of experts and specialists that run this business. I wish they could all find homes in West Haven but the housing shortage is acute for those in the higher income brackets as it is for those in the lower bracket.

We have a plant in Natchez, Mississippi, and I have an opportunity to compare at first hand the difference between the economies of the two States.

Nearly every year Connecticut ranks either first or second in the average per capita income while Mississippi stands 47th or 48th, year after year.

Mississippi has huge farms and cattle ranches. They have a tremendous cash crop in cotton. They have lumber and pulp. They have oil and phosphate rock and sulphur. Mississippi has an abundance of natural resources but *very little manufacturing*.

Connecticut has few natural resources but has a *huge manufacturing industry*.

Many who work for the railroad, the public utilities, the stores, the bakers and barber shops do not realize that all of these jobs are intimately tied to the manufacturing industry of this State. Take manufacturing out and the railroad tracks would rust; the building trades would be idle unless they could find it profitable to tear down houses instead of to build them. Even the teachers would have no jobs. The families and their children would have moved out of the State. So, no matter where you work or what you do in this State you are dependent upon manufacturing.

It's a regrettable fact, but true, that the Connecticut State Development Commission have enticed several manufacturing concerns to agree to locate in Connecticut only to find that the people of town after town have risen in protest against bringing noisy, smoky, dirty industry into their fair town. They take the attitude—let some other town do it but no—not our beautiful town. If this attitude spreads throughout the State of Connecticut it will "kill the goose that lays the golden egg."

The factory is Connecticut's only resource. Manufacturing is not generally looked upon as a natural resource but it came so naturally with Yankee ingenuity that maybe we can truly call it Connecticut's only natural resource. It's the only substantial one we have and it is the one that brings in money to pay all the bills in this State.

No matter how you look at it, no matter what angle it is viewed from, manufacturing here in Connecticut is our complete and only means of existence and certainly the least we can expect is that everybody in the State ought to know on which side of his bread the butter is.

We here at Armstrong do not wish to live *on* or *off* the people of this Town. We want to live *with* them. That is the attitude of all manufacturers in this small yet great and prosperous State.

Results Through Work Simplification*

By HERMAN A. STRAUS, *Supervisor Work Simplification*, Servel, Inc., Evansville, Ind.

Just what do supervisors get out of work simplification training?

IN order to answer this as accurately for you as I possibly can, I asked a number of supervisors at Servel what they have gotten out of our work simplification training program. One of the first men I asked was one of our vice presidents and he told me very, very simply, "I'm doing a better job of thinking than I did before."

One of our superintendents said that it put him in a questioning frame of mind about everything; that it convinced him that there are more opportunities for improvement than he ever realized before; that it enabled him to be of more help to men who come to him with problems for solution and that it brought a lot of things to this mind that he once knew, had forgotten, and now is making use of again.

One of the foremen that I asked started out by telling me that he didn't want to take work simplification in the first place—he did it because he had to—he was told to. Now that he has had it he wants his assistants to take it as soon as possible; and gentlemen, I don't think he's handing me a line on that because one of his assistants is now taking it, is doing an excellent job of it, and I know he is getting his foreman's help. This foreman claims he is now doing a better job of observing the things that go on in his own department and of doing something about what he observes. He mentioned quite a number of jobs that he's improved which he feels he never would have improved if it had not been for his work simplification training. He felt that he would have ignored them or been unable to solve them before. He made the remark that if he ever went back to work on a machine, and incidentally, he's a man who worked his way up through the shop, he thought he could earn more out of suggestions because of the work simplification training he has had than he could ever hope to make out of his wages.

HERMAN A. STRAUS

A general foreman with whom I talked told me that he can now recognize better the value of small improvements and he now looks for these as well as the big ones—and he said a lot of those that he thought would be small have actually turned out to be of major importance.

Another general foreman said that it taught him the right way to think. He said, formerly he looked at a job and frequently failed to look at the people working on the job. Now, he said he observes the process as well as the activities of the people. He said he's learned to analyze work more completely and in an orderly manner and that many improvements he formerly did not even think could be done, he has been able to put into effect. He made the claim that he's taking his work simplification training home with him, and he strongly advises against anybody else doing it. He says that his wife watches everything that he does now and criticizes every single move he makes. He wound up our short talk with this remark and these are his words: "I'm doing a hell of a lot of things that I know damn good and well I wouldn't have been doing if I hadn't had work simplification training."

Other men that I contacted told me they were able to think in a more direct manner to reduce labor and material costs. They said they were taking a keener interest in contributing to cost reduction improvements themselves. They claim to have been aided materially by the cooperation of other men in our organization who have had work simplification training. Some of them felt that it has been helpful to them in developing layouts, in purchasing new equipment, in installing new items and in improving methods. But gentlemen, so that you don't get the idea that I'm talking about Hadacol or Lydia Pinkhams or one of those things, I'd better quit giving you testimonials right now.

The men I have told you about are a heterogeneous group. Their ages range, at least those that I spoke to, from 28 to past 60. Their educational backgrounds vary all over the map. Some of the men have gone no further than grammar school; others were college graduates. Incidentally, I was very much interested in finding that one of the men who had only gone through grammar school, took the eighth grade twice; one of the men who was a college graduate made Tau Beta Pi in his junior year and graduated in the upper 10% of his class. The experiences of these men differ. Some of them started as welders, others as assemblers, others as timekeepers, some as cadets in training and in various other jobs. They've been with the company for different lengths of time. Actually from 10 to 22 years. But here's what's important—they are a typical group of supervisors. They are just like the groups of supervisors you men can expect to find in any of your plants and work simplification had something to offer to each and every one of them.

Let's sum up what these men said. In the first place, they expressed increased confidence in their own ability to make improvements, and this was quite natural because they found out for themselves during their work simplification training just what improvements they could make—and they made a whale of a lot of them. They claim to be better observers than they were before so that they have less trouble in

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* *A transcript of a talk given before the National Time and Motion Study Clinic of the Industrial Management Society, Sheraton Hotel, Chicago, November 2, 1950.*

finding jobs to improve. They have become aware of the possible magnitude of cost reduction improvements which, on the surface, appeared to be minor. They are doing a better job of thinking and they are receiving more cooperation from others in our organization. Gentlemen, those are not my claims; this is what these men told me when I asked them what they got out of work simplification training—and some of these men are here in the audience right now!

You men too can get a whale of a lot of work simplification training that nobody can ever take away from you. It belongs to you. One of our men who left Servel some time ago after he had work simplification training and took a job with another company, was back at the plant a short time ago. He came in to see me and we stopped to talk. He told me that the most valuable thing that he had gotten from Servel was his work simplification training. He said it has stood him in better stead in his new job than anything else, and I know doggone well that he wasn't kidding me because before he took work simplification training in the first place, he told me in no uncertain terms that he was taking it because he had to, not because he wanted to and he wanted me to know it.

Of course, the company and the employees get a lot out of it as well as the supervisors. Our experience has been that the savings realized by the company while the program was being conducted, and gentlemen, that does not include any savings after the men were trained, but the savings during training exceeded many, many times the cost of the training program. I don't know of any other training program that can be conducted at a handsome profit instead of an expense to the company. The employees benefit because the results of the projects of the men who have had this training make their work easier. . .

Our work simplification program started with our top management. Mr. Louis Ruthenburg, who is chairman of our board of directors, brought Dr. Marvin E. Mundel who is professor and chairman of industrial engineering at Purdue University to Servel to conduct the initial program for our very shiniest brass. Dr. Mundel is on the program here tomorrow. A great many of your probably know him. This top group of shiny brass that went through the initial program, and I was fortunate enough to be included among them, spent three hours every week in group meetings for twelve weeks in addition to a great deal of time outside of the group meetings to get a working knowledge of Dr. Mundel's concept of work simplification or methods research, as he calls it. At the end of this training period, it was decided that the program would be carried on in our plant under our own supervision and under our own direction. Dr. Mundel cooperated with us until we had established a program suited to our specific needs. We have trained production personnel down through foremen. We intend to go a great deal further, by the way,—we intend to include assistant foremen and eventually hope to be able to train all of our employees, although to do so, the program will have to be modified. We've trained our Time Study men, we've trained our Plant Engineers, we've trained our Development Engineers, we've trained men from Production Control, from our Accounting Department, from our Sales Division —in fact, we've trained some men from every division of the company in work simplification. The personnel in each group we have trained has been widely diversified. This added a great deal of interest to group discussions. We found it very wise to make the rule not to train any man until his supervisor has been trained first, and of course, you realize what this means. It means you've got to start at the top—which is just what we did.

The Program Outlined

In the short time that I have today, it is impossible to give you anything more than a brief outline of our program. We train twelve men in a group. We found that trying to train more men than this in a single group detracts from the informality and exchange of ideas which is so essential to the success of such a program. Our meetings last for two hours—that's one hour less than the original program, and there are twelve such meetings. There are three distinct types of work done by the men in these groups. There is a reading assignment which they do out of class, covering the next technique to be discussed in the following group meeting. There is the preparation of an actual practice project, which will employ the use of the technique discussed in the last group meeting, and then there is the meeting itself. In each meeting a new technique is discussed. Usually we have motion pictures to aid in the explanation of the technique and sometimes we practice the technique itself in the group meeting with the aid of motion pictures. So here is what happens. The men read about the technique, it's explained to them, they discuss it in group meetings, they have some practice with motion pictures in the use of it, they go out in the plant and select a project and on the project which they select they practice with the technique, and then in the following meeting, the results of their practice are discussed.

After all of the basic techniques have been covered, the training program enters the final phase when the more detailed techniques are discussed both in group meetings and individually; and between meetings final projects are worked out. It's amazing to note that although the practice projects are selected by these men for the prime purpose of getting practice in the use of work simplification techniques, over half of the projects that they select result in substantial cost savings. Of course, the final projects which are selected with cost savings in mind usually result in savings too.

It's an old expression that you have to learn by doing, but it's true. Can you imagine giving somebody a book of instructions, a few well-planned lectures and having some discussion and then expecting them to get out and drive an automobile, or fly a plane, or use a typewriter, or operate a milling machine, or play a piano, or become a bookkeeper, or even learn to make time studies? Gentlemen, it can't be done; and the same thing it true of work simplification. You can read about it, you can have it explained to you, you can talk about it and discuss it, but until you've had practice in the use of the various work simplification techniques, you can't be sure that you know what work simplification techniques cover. An essential part of Servel's work simplification training program is that the men are required during training to use each of the techniques that they read about, that are explained to them and that we discuss.

By this time you are probably wondering just what these techniques are. Don't be alarmed by the word "techniques"—you are probably familiar with most of them. Except for a few highly technical ones that require special training and special equipment, they are really quite simple.

Check Lists

The first one that we discuss is check lists. There is certainly nothing new

about a check list. You men all have one that was given to you today that's in use at Servel. A check list is a printed or written list of questions or items that is intended to suggest ideas and to aid our memories. We call it a separate technique because of the fine results we have realized from the formal use of check lists in getting improvements. Mr. Cermacz mentioned that I have a class in work simplification at Evansville College. Not long ago, one of the boys in that class, and incidentally, he is not with Servel, came up with a peach of an improvement that he developed as a result of his use of some of the work simplification techniques. He proposed a change that would have resulted in a 40% labor saving in a job on which 12 girls were employed. That's a darn nice improvement. Why I asked him I don't know, but I did ask him, "Did you use a check list in making this change?" and he said "No." I said, "Before you put the change in effect, will you look over a check list and see if you can improve the idea any?" He kind of chuckled because he was pretty tickled with his 40% savings and I don't blame him. When he went over the check list he noticed one question that is on almost all such lists—"Should we change from 'make' to 'buy' or from 'buy' to 'make'?" He had not considered this possibility. He contacted the Purchasing Department to find out what they could buy these assemblies for and found out that they could buy the assemblies cheaper than they could make them, even with the 40% improvement. Just think what that means. If they had used a check list a long time ago, they could have made a whopping big savings at no cost to them at all. Lots of check lists are available to you. They are in many texts, in magazine articles, and some companies send them out—I hope you can make use of the one we gave you today. We have found it very helpful. You can add to a check list, and we do this at Servel, by listing improvements that are made in the plant, finding out what one question could have been asked in order to bring out each of these improvements and adding this to other questions on the check list. Monthly we circulate a list of some improvements that have been made and the questions along side of them that could have been asked to bring out the improvement.

Possibility Lists and Guides

The next two techniques we discuss are possibility lists and possibility guides. We first heard of these from Dr. Mundel, who to the best of my knowledge, developed the possibility list as a formal technique and originated the possibility guide. A possibility list is a written list of different ideas. A lot of people list their ideas, but I wonder if they do so often enough. Ideas that may have merit are frequently lost and not recaptured unless they are written down when they occur. Ideas must be written on possibility lists without regard to their consequence. It's important that we don't clutter our minds with the possible results of an idea so that we may keep our mental processes free to produce additional ideas. Thoughts and ideas are fleeting things and they can get away from us quickly. Unless we capture them as they pass by and unless they are written down, it is easy to lose them. A possibility list is a technique for systematically collecting ideas.

A possibility guide is a chart to which ideas are transferred from the possibility list. A possibility guide provides for the arranging of these ideas in an orderly fashion and indicates possible areas of change that we may have neglected considering. I wish I had time to go into the areas of change that are shown on the possibility guide. The check list that you have is arranged according to these five areas of change. They are motion pattern (shown on the check list as "operator"), tools, workplace and equipment, sequence of operations, product design, and raw materials. As far as we have been able to determine, any change that is contemplated can be classified in one or more of these five areas, and if we find blanks on our possibility guide it calls our attention to areas which we may have neglected considering.

The foreman of our Sheet Metal Shop, during his work simplification training, selected as a project the improvement of a simple bracket on our household refrigerator. The part was first sheared, then a hole was punched in it in a die and then it was bent in a press brake. He had a very simple idea —he wanted to make a progressive die and do the whole business in one shot. Every time the press operated he'd get a complete piece. It was a darn good idea and he was proud of it, and it would have saved the company about $1,000 a year, but before he went ahead with his improvement, he made up a possibility list and a possibility guide. In order to get as complete a list of ideas as possible, he used a check list, he discussed his ideas with other people, and he did some first class thinking. He finally evolved a different design of bracket. It was smaller and took less material. It was easier to fabricate and it was much simpler to assemble. Instead of saving about a thousand dollars a year, it will save approximately $10,000 a year. Now mind you, gentlemen, here was a man who had an idea that would save a thousand dollars a year but before going ahead with it, he used the possibility list and possibility guide technique and came out with a very, very much larger saving. It is the opinion of a great many people at Servel that possibility lists and possibility guides are two of the most valuable techniques in the book. Incidentally, I had a letter just this week from the Executive Office of the President, Bureau of the Budget. We've had some discussion with them about Servel's work simplification training program, and the chief of this particular division advised me they are making excelllent use of possibility lists and possibility guides.

Charts

We next discuss, and you are probably familiar with these,—operation charts, process charts, time charts, simocharts and some of the other better known techniques. I'll not go into details of these but I might add this—that few people who are familiar with these techniques but have not actually put them to use, realize their magnitude, their scope, their value, and their possible applications. We've found a whale of a lot of people who said "Oh, I know what a process chart is," but it wasn't until they made one that they were aware they didn't know what it was in the first place.

Making charts takes time, but it produces worthwhile results. We've had men who were intimately familiar with processes, try to tell us from memory just what went on. They seldom remembered over two-thirds of the steps in a process, a great many didn't remember over half, and even some of this they recalled inaccurately. By the way, this was also true with my group at the college, where the boys came to class almost immediately after working on their job. It's necessary to observe activities as they occur to be sure of obtaining the facts; and it's equally necessary to write down the facts to be sure of remembering them. Doing so calls attention to many things that were unknown and a great many that were

constantly looked at and never seen. The charts that are a part of the various work simplification techniques provide a systematic means for recording observations, and the people who make these charts have a good many things come to mind that would never have occurred to them otherwise.

For example, one man made a product process chart of a special fitting that we use that has a thread on it. That part was shipped from a vendor to us with a cylindrical cardboard sleeve over the threads to proteect it during shipment. We had been using the part for a long time. When this man made a product process chart of the part, and noticed that that sleeve was taken off and that the part took a beating during the fabrication that we did to it;—a lot worse beating than it could have taken during shipping, he was the first one to notice or to realize that maybe we didn't need the sleeve when the part was shipped to us. He had a hard time selling the idea. He finally did sell it on a trial basis. It was perfectly satisfactory. Now the cardboard sleeve has been left off and we are paying the vendor some $2,000 a year less for the part.

A product process chart was used by another man to investigate the handling of our paint thinner. We formerly received it in drums, which was dangerous and which was costly. The facts that he turned up by making his product process chart led to the installation of an underground tank which is a great deal safer and has saved us some $4,000 a year in material handling.

Another man, in our air conditioning division made a man process chart. He recorded on his process chart the operations this man was doing to pack parts into a carton. Until he made the chart he didn't realize just how much walking this man had to do. It is probable this job would never have been investigated. The parts fit the carton perfectly and the carton was later put in a crate where it just fit. The job was considered a satisfactory one, but as a result of what this man found out when he made a man process chart, a great many of the parts are now strap-banded to the crate,—the carton isn't even used and the saving is over 40¢ a job.

Two men made a time chart of a three-man conveyor operation which involved considerable lifting. They had in mind using a bridge crane to assist in the lifting and hoped to be able to release one skilled welder for other work. One of the men who did the

(Continued on page 35)

WORK SIMPLIFICATION CHECK LIST

MATERIAL

1. Can cheaper material be used without impairing quality?
2. Can lighter gage material be used advantageously? Heavier?
3. Can part be made from offal?
4. Can standard stock parts be purchased?
5. Can some use be found for scrap and rejected parts?
6. Is it received in the most economical length? Size? Weight? Shape? Finish?
7. Is it utilized to the fulllest extent?
8. Should we change from "make" to "buy," or from "buy" to "make."

DESIGN

1. Can part be eliminated completely? Partly?
2. Will it help to change tolerances? Specifications?
3. Can it be changed to make fabrication easier? Cheaper? Reduce scrap?

SEQUENCE

1. Is every operation necessary? Can part of it be eliminated?
2. Is every operation performed at the right time? Place? In the right way?
3. Is plant layout the best that can be obtained?
4. Can operations be combined? Separated?
5. Is it economical to use conveyors to move materials?
6. Would change in lot size help?
7. Can inspection be made a part of operation?
8. Can operations be performed while material is in transit?

TOOLS, GAGES, EQUIPMENT AND WORKPLACE

1. Is machine the best type for the job? Can it be improved? Is it in good condition?
2. Is it running at the right speed?
3. Would it be economical to make it automatic?
4. Are the machine controls conveniently located for operator? Are they easy to use? Are they safe? Can they be made automatic?
5. Must operator continue holding controls after machine starts for safety's sake or merely because controls are made that way?
6. Is material received and disposed of in suitable containers? Delivered to point of use? Any unnecessary handling?
7. Are tools and materials prepositioned in proper sequence for use?
8. Is it necessary to clamp part? If so, are clamps quick-acting?
9. Is it easy to locate parts in fixture?
10. Can automatic feed be used?
11. Is disposal automatic?
12. Are tools and fixtures the best that can be designed for the job?
13. Can combination tools be used?
14. Are proper gages quickly available? Easy to use?
15. Can parts be made in multiple? One at a time? With another part?
16. Is work place satisfactorily illuminated? Heated? Ventilated?
17. Is work place properly laid out?

OPERATOR

1. Can he perform his work either sitting or standing?
2. Does he do unnecessary positioning? Holding? Reaching? Bending? Turning? Walking?
3. Is he properly performing the job? Would further instructions help?
4. Will it help to change to a taller operator? A shorter one? A more dextrous one?
5. Is material handling by operator reduced to a minimum?
6. Are both hands productively occupied?
7. Is the work balanced between the two hands?
8. Can work now being done by the hands be relieved by foot devices? Automatic devices? Holding jigs? Indexing fixtures?
9. Are operators on similar jobs using the same methods?

Five-Point Program to Fill Manpower Gaps through Utilization of the Disabled

By FREDERICK W. NOVIS, State Department of Education, Bureau of Rehabilitation

DURING the past year nearly 400 disabled citizens of Connecticut have completed a variety of rehabilitation services and are now awaiting employment. The Bureau of Rehabilitation has provided this pool of manpower through its services of medical evaluation, vocational guidance, medical treatment and training. The Bureau is currently working with about 5,000 other disabled persons in making such services available to them as will make them ready and able to work.

While every person served by the Bureau is disabled in some way, from an accident, by disease or from birth, each person who has completed the rehabilitation process is able to use more fully his remaining capacities or newly developed skills and each can do at least one type of job as well as any non-handicapped individual. Many can work at a variety of jobs.

The present manpower situation calls for a clear-cut program aimed to benefit both industry as well as the handicapped. The Five-Point Program described below is designed to show how integrated action by employers with the Bureau of Rehabilitation may assist in filling speedily present manpower gaps.

Point One—Employers should refer to the Bureau of Rehabilitation, any disabled job applicant who has been rejected for work for reasons of disability, lack of skill, or need of physical correction. The routing of such persons to the Bureau will enable their careful evaluation as well as the provision of needed services to make them employable.

Point Two—Employers can secure the services of pre-employment or employment training for specific jobs in their own establishment. Such training plans for the disabled are arranged on an individual basis cooperatively with the employer and may be partially financed by the Bureau up to the point required for the employee to become a profitable worker.

Point Three—In cooperation with various groups the Bureau of Rehabilitation can provide clinic facilities to pre-screen applicants for particular employers or to provide detailed information regarding a pool of the disabled who are awaiting suitable employment.

Point Four—The Bureau of Rehabilitation can offer services to employers regarding the adjustment of disabled employees now working, but who may have problems due to employment accidents, need to change jobs or require services to satisfactorily retain their jobs.

Point Five—Employers can make the Bureau of Rehabilitation their service station for applicants whom they desire to hire but who require some special service before this can be done. A check list for this purpose is provided below. It is suggested that employers clip this list and keep it handy. Using this list will put into action this Five-Point Program.

Check List for Five-Point Program

Does the disabled applicant need:

I. Counseling Services—This includes a study of one or more of the following factors: Physical, mental, educational, personality, family, social, economic, vocational. Study of most suitable job based on all pertinent information.

Does the disabled applicant need:

II. Training Services—Training by Bureau includes established educational institutions, specially devised programs of on-the-job training, tutorial instruction, correspondence instruction, personal training in meeting daily needs such as travel to and from work, proper work habits, improvement of ability to communicate with others.

Does the disabled applicant need:

III. Physical Correction—Includes: Medical diagnosis, medical treatment, surgery, dental treatment, artificial limbs, braces, hearing aids, glasses, surgical appliances, wheel chairs, hospitalization, physical and occupational therapy, psychiatric treatment, speech therapy, convalescent home care, home nursing care.

The Medical Services provided by the Bureau are not in the nature of general medical care, but rather for conditions which interfere with employability. The disabled client receiving such services makes such financial contribution to the cost as his means allow.

All services provided are on individual basis. Details are available at the office nearest your firm.

Administrative Office

EDWARD P. CHESTER, *Director*
165 Capitol Avenue
Hartford, Connecticut
Telephone: 7-6341, Ext. 584

District and Local Offices

Office	*Supervisor*	*Address*	*Telephone*
Bridgeport	G. J. Trent	1211 Fairfield Avenue	6-1835
Hartford	E. C. Swift	54 Church Street	7-1872
New Britain	G. E. Kampel	30 East Main Street	9-8522
New Haven	C. C. Beebe	5 Jefferson Street	7-0195
Norwich	J. B. Farley	257 Main Street	7-3546
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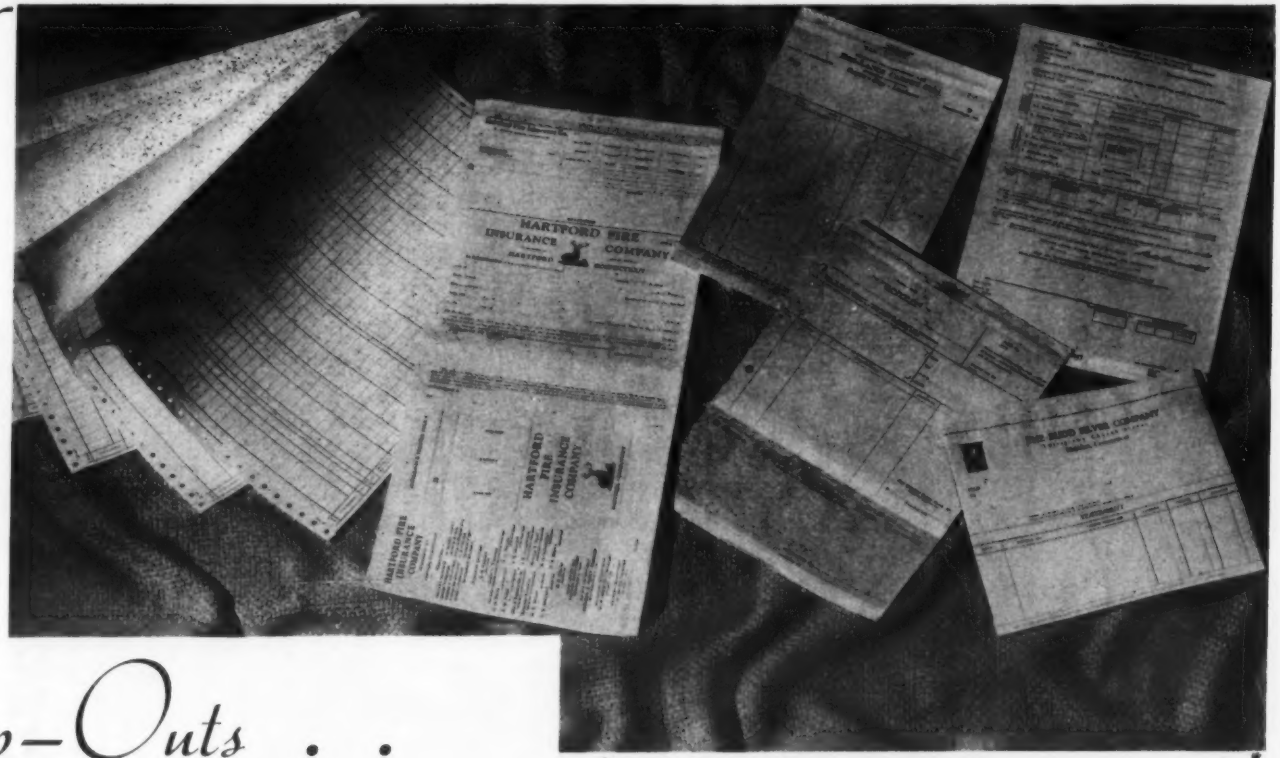

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NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

SAMUEL P. WILLIAMS, vice president of the Arrow-Hart and Hegeman Electric Company since 1928, has recently retired from that post. He will continue to serve the company as a director.

A graduate of Sheffield Scientific School of Yale University, he first became associated with the Hart and Hegeman Manufacturing Company in 1918 and was later advanced to secretary. In 1921 he was elected a director of the firm and in 1927 succeeded Shiras Morris as president and treasurer.

At the time of the merger between the Arrow Electric Company and the Hart and Hegeman Manufacturing Company in 1928, Mr. Williams was elected vice president and a director.

Mr. Williams is a director of the Hartford National Bank and Trust Company.

★ ★ ★

RICHARD S. PERKIN, president of Perkin-Elmer Corporation, Glenbrook, has announced the appointment of Dr. Lee Davenport as executive vice president and Dr. Van Zandt Williams as vice president and director of sales and research.

Both men were also elected to the board of directors of the corporation which manufactures and designs optical equipment and scientific instruments.

Dr. Davenport supervised construction of Harvard University's cyclotron from 1946 until this year when he joined the Norwalk concern as chief engineer. Dr. William's served with American Cyanamid's Stamford Research laboratories before joining Perkin-Elmer in 1948.

★ ★ ★

BOWSER, INC., Fort Wayne, Indiana, has announced a change of name of its refrigeration division to Bowser Technical Refrigeration, with offices and plant in Terryville.

Formerly the Eagle Lock Company, the Terryville unit will be headed by Stephen V. Zavoico as president. He is assistant controller and a director of Bowser, Inc.

★ ★ ★

AN AGREEMENT by Bigelow-Sanford Carpet Company, Thompsonville, to purchase a cotton rug manufacturing plant in Summerville, Georgia, has been announced by the company's president, James DeCamp Wise. The plant is the Georgia Rug Mill, Inc., which employs 75 to 100 persons.

Mr. Wise stated that the purchase of the Summerville plant is made to gain greater diversification in the soft floor coverings field and is not a part of the plans recently announced for expansion of manufacturing facilities for those products already included in the current Bigelow lines.

The Thompsonville firm has also announced that it had contracted to purchase the interest of the estate of Bernard R. Armour in the Hartford Rayon Corporation, Rocky Hill. The interest consists of 39 per cent of the outstanding common stock, 38 per cent of the outstanding preferred stock, and $130,000 outstanding notes of the Hartford Rayon Corporation. The company manufactures heavy denier rayon filament yarn.

★ ★ ★

A NEW CAFETERIA service has just been inaugurated by the American Screw Company, Willimantic, for its employees. For the present, according to company officials, the service will be offered to the first shift, including about 500 employees.

Crotty Brothers of Boston, Mass., are operating the cafeteria under the supervision of Frank C. Coombs. Miss Lyline Langford, dietitian and a graduate of Marygrove College, Detroit, heads a staff of twelve workers and dinner music is supplied through a recorder.

The Cover

THIS MONTH'S cover photo is a scene taken in Farmington by Bo Steffanson during a blinding snowstorm.

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IN PUTNAM a new corporation has been formed in affiliation with Belding Heminway Company. The new firm, Putnam Machinery Corporation will engage in design engineering, manufacturing, and sales of various types of equipment, most of which have been developed for the use of Belding Heminway Company. The new corporation also has ready a number of items of interest to the textile industry as a whole and which up to now have not been available.

★ ★ ★

TWO MAJOR APPOINTMENTS have been announced by Arthur G. Newton, president of Rockbestos Products Corporation, New Haven, manufacturers of permanently insulated wire and cable.

Charles A. Berlepsch was appointed to the newly created post of director of purchases, and Raymond B. Miniter was named purchasing agent.

Mr. Berlepsch has been sales manager of the Appliance Products Division of Rockbestos for the past 10 years and is widely known in the wire and cable industry. He joined Rockbestos in 1918 and was transferred to the sales department in 1923.

Mr. Miniter has been assistant purchasing agent of Rockbestos since 1942. He has been associated with the company since 1929.

★ ★ ★

JAMES H. DOAK, executive assistant to A. V. S. Lindsley, vice president in charge of sales for The Connecticut Light and Power Company, has been named manager of the company's Danielson district.

Mr. Doak succeeds T. G. Ralph, who has been granted a leave of absence to recover from a long illness.

A graduate of the U. S. Naval Academy, Mr. Doak began his career with the company in 1927 as district Gas Engineer of the Putnam and Danielson Districts. He was assigned to the central division headquarters in Meriden in 1929 as Industrial Gas Engineer and held that position until December, 1949, when he became executive assistant in the company sales department in Waterbury.

★ ★ ★

NEW MACHINERY AND EQUIPMENT for the purpose of a streamline production and reducing manufacturing costs at the New Haven Clock and Watch Company, New Haven has re-

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. . . for your daily, systematic washing of shower room floors. In economical solution (1 to 300), its action is both fungicidal and bactericidal, giving your floors the same hygienic sanitation you demand be taken by each user of your facilities.

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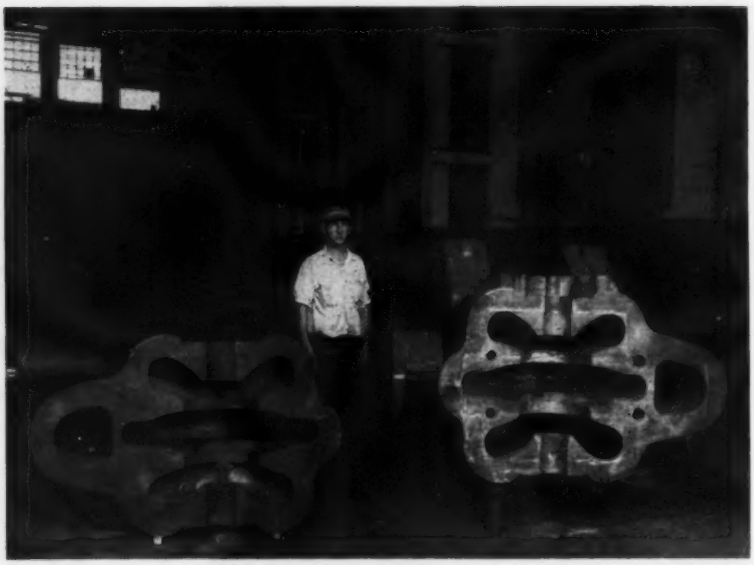

THE CASE AND COVER illustrated have a combined weight of 8,314 lbs., and the substitution of nodular iron for steel in a unit of this size represents an appreciable saving in cost.

cently been ordered as part of the firm's plant reorganization program being carried out under a $1,800,000 RFC loan granted to the company last year.

The plant reorganization program, under the direction of President Max A. Geller, began in April after the loan was secured from the RFC. The company's status as a potential war producer was believed to have influenced the approval of the loan.

★ ★ ★

SOME FOUNDRIES licensed to make nodular iron have gone beyond development of their practice with small work and a number of heavier castings of this relatively new ductile metal are now being commercially produced.

An example is the pump case illlustrated, which is one of several cast at the Farrel-Birmingham foundry, Derby, where excellent control has been established in combination with facilities especially suited to larger work.

With increased experience and greater reliability of casting practice, there should be no size limitation of nodular castings and more significant economy in single units is anticipated where ductile iron can be properly substituted for steel. The crux of the casting process, which requires the most meticulous control, is in the introduction of the small but effective amount of magnesium which converts the graphite to spheroidal form.

THE REMINGTON ARMS COMPANY has been authorized to reopen and operate the government-owned Lake City ordnance plant in Independence, Mo. The company, which ran the plant during World War II, was awarded an initial contract of $19,000,000 for small arms ammunition by the Ordnance Department.

Remington President Charles K. Davis said that the huge arsenal, which employed more than 10,000 persons during the war, will be operated on a limited basis at first. The plant will be managed by Eric Starre, with H. M. Pierce as the works engineer. Both men have been employed at the Bridgeport plant.

★ ★ ★

BRONZE "OSCARS" OF INDUSTRY," emblematic of excellence in public relations, have been awarded to Pitney-Bowes, Inc., and The Bridgeport Brass Company, for the best annual reports in their respective industries.

The annual report awards are sponsored by The Financial World, and this year included more than 5,000 entries.

It is the second year in succession that Pitney-Bowes has captured top honors in its industry. Runners up this year were The National Cash Register Company, in second place, and Burroughs Adding Machine Company in this in the office equipment industry.

WHEN APPROXIMATELY 125 members of the Connecticut Rubber Group, sponsored by The Division of Rubber Chemistry, American Chemical Society, recently visited the Ansonia and Derby plants of Farrel-Birmingham Company, Inc., the tour was arranged to terminate with a gathering of all the visiting members at the company's process-testing laboratory in Derby.

Here production and sales engineers, headed by Carl F. Schnuck, director of engineering, answered questions put to them by the group members, many of whom were being introduced for the first time to the critical engineering and construction problems of rubber processing equipment.

The Connecticut Rubber Group is doing a notable job of promoting a better understanding of rubber technology among its members who fully represent the rubber industry in this state.

JOHN McGUNNNIGAL

HARRISON C. BRISTOLL, vice president of The Stanley Works, New Britain, and general manager of the Steel Strapping Division, recently announced the appointment of John C. McGunnigal as sales manager of the Steel Strapping Division.

Mr. McGunnigal was formerly general sales manager of Brainard Steel Company.

★ ★ ★

A CONFERENCE ON INDUSTRIAL PERSONNEL will be held at Columbia University March 19 to 24, 1951, it has been announced by Professor William W. Waite, head of the Personnel Area of the Columbia Department of Industrial Engineering, and Director of the Conference.

Under the theme of "The Frontiers of Personnel Administration," certain new concepts of personnel administration will be presented in lectures and round-table clinic discussions between authorities on various phases of personnel administration and representatives of approximately fifty leading industrial and business concerns.

Professor Waite, who has been associated with Columbia since 1947, was for many years with the New Jersey Bell Telephone Company, serving as

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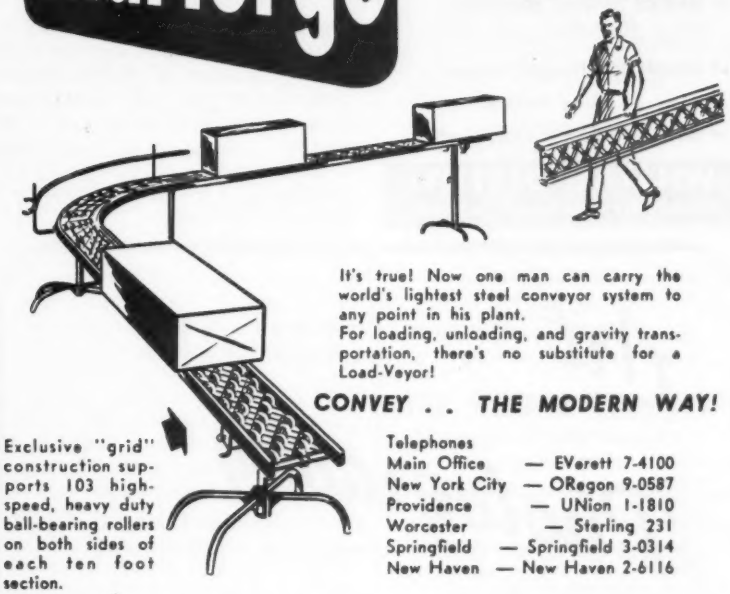

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employment and training supervisor, as well as in other supervisory and engineering capacities. A resident of New York City and Litchfield, Connecticut, he is well-known to industry as a professional engineer and as an arbitrator of labor-management disputes for the State Boards of Mediation in New York State and New Jersey.

THE BOARD OF DIRECTORS of The Connecticut Light and Power Company have authorized the retirement of Charles J. Allen, vice president in charge of public relations, and Emil J. Amberg, vice president in charge of research, in accordance with the power company's retirement plan. Both men have been associated with the company since 1917.

Mr. Allen began his service with the utility as office manager, becoming auditor, executive assistant, assistant secretary and assistant treasurer. In 1929 he was made manager of the company's western division, with headquarters in Waterbury, a position he held until 1939, when he was appointed to the newly-created position of director of public relations. He was made vice president in 1946.

Mr. Amberg was born and educated in Switzerland, and came to the United States shortly after his graduation from college. From 1908 to 1917 he worked successively with the Baldwin Locomotive Works, did designing and surveying on a Susquehanna River dam and on transmission lines for a Pennsylvania power company, and had charge of all electrification design and the reconstruction of the Stamford-New York line of the New Haven railroad.

Mr. Amberg came to the Connecticut Light and Power Company as electrical engineer and was later promoted to head the company's research department. He was elected a vice president in 1946.

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NORRIS W. FORD, executive vice president of the Association was elected chairman of the State Association Division of the National Industrial Council, at its 43rd annual meeting held at the Waldorf-Astoria Hotel, New York City, early in December. Mr. Ford has served as vice chairman for the past two years.

The State Association Division, which includes within its membership, administrative executives from 38 state manufacturers associations, serves its members not only through an interchange of information about the active programs of each state association and federal legislation, but also develops and seeks the adoption by its members of its own programs. Along with the other two divisions of the council the State Division serves as a medium through which the National Association of Manufacturers seeks to foster cooperation among other industrial associations with common objectives and purposes.

★ ★ ★

A COMPLETE GUIDE to principles and techniques of wage and salary administration and company experiences with all major types of job evaluation and wage administration plans has just been made available to industry by the American Management Association in its 416 page AMA Handbook of Wage and Salary Administration, edited by M. Joseph Dooher and Vivienne Marquis. The manual will be of particular importance to industry in the present mobilization period, it is felt, as companies study their wage programs in anticipation of the effects of wage controls.

Setting forth the basic principles and requirements that must be considered at every stage of planning and administration, The AMA Handbook of Wage and Salary Administration is designed to meet the needs of companies that contemplate setting up a formal program of wage and salary administration for the first time as well as those who wish to review and improve their present programs in the light of tested and up-to-date techniques.

The handbook is available from the American Management Association, 330 West 42nd Street, New York 18, at $7.50 per copy.

★ ★ ★

THE ELEVENTH ANNUAL distribution of profits was made recently at the American Velvet Company plant,

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FACTORY AT

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Stonington, owned and operated by A. Wimpfheimer & Bro., Inc. of Stonington. As usual, 20% of the company's net profits before taxes went to all workers in cash, while another 10% was deposited into the retirement trust fund apportioned to the credit of each individual.

Profit shares amounted to 33.528% of annual wages paid for the fiscal year ending November 30, 1950, or an amount which increased every worker's income by more than a third over annual wages. This additional amount for every worker is over and above prevailing CIO wage levels of the textile industry and numerous fringe benefits. Profit sharing has been written into the company's contract with Local 110, TWUA-CIO, for the past eleven years.

★ ★ ★

WALTER E. DITMARS, president of Gray Manufacturing Company, Hartford, has announced that the firm has begun production of studio monitors for the CBS method of color telecasting.

Gray Research and Development Company, a subsidiary of the Hartford firm, is producing test models and pilot equipment for business and military purposes. The company also makes a television optical projector, designed for studio use, and the sound effects console, which is used in both radio and television stations.

★ ★ ★

PASSING THE MILLION-DOLLAR MARK for the first time, Pitney-Bowes profit sharing for employes has reached a 1950 total of $1,114,000 with the distribution of year-end checks amounting to $346,000 in wage and salary dividends, the company has announced. Cash payments in the PB profit-sharing plan amounted to nearly a month's base pay for most employees, the announcement said.

At the same time, Walter H. Wheeler, Jr., president of Pitney-Bowes, made public a new profit-sharing plan under which it is planned to set aside 25 per cent of the company's operating profit quarterly for PB personnel.

The year-end checks brought 1950 profit sharing to a figure 20 per cent above last year's record high of $927,000. They represented fourth-quarter and year-end extra dividends of $200,000, plus $146,000 in previous 1950 declarations which employees had authorized the company to retain until the year-end at 3 per cent interest.

AT A RECENT MEETING of the Board of Directors of the Plume & Atwood Mfg. Company, Waterbury, Meyer Botwinik of New Haven was elected a director of the company to fill out the term of the late S. Kellogg Plume.

Mr. Botwinik is president of The Harris Iron & Metal Company, scrap dealers, and secretary of Botwinik Brothers, Inc., machinery dealers, of New Haven.

★ ★ ★

MITCHELL J. HALKA, for the past six years advertising and sales promotion manager of The Kalart Company, Inc., Plainville, manufacturers of cameras, camera accessories and home movie equipment, has recently resigned from that post. Mr. Halka's plans for the future are indefinite.

★ ★ ★

A NEW AND LARGER VERSION of its air-conditioning unit for jet fighter cockpits has been developed by Hamilton Standard division of United Aircraft Corporation, it has been disclosed by Erle Martin, general manager. The first of a substantial order for the unit has been shipped to Lockheed Aircraft Corporation for installation in its F-94C fighter for the Air Force.

The unit bleeds hot air from the jet's engine and delivers either hot or cold air to the cockpit at a rate of 310 cubic feet a minute. The temperature of the air is automatically controlled by a thermostat in the cockpit set by the pilot. The air supply can range in temperature from 25 degrees to 400 degrees, depending upon the cockpit requirements, and is changed completely four times a minute.

★ ★ ★

CLAYTON R. BURT, former board chairman and president of Niles-Bement-Pond Company, West Hartford, has announced his resignation as president of Potter & Johnson Company of Pawtucket, Rhode Island, a Niles subsidiary.

Frederick U. Conard, president of the parent company, has assumed the presidency of the Rhode Island company. Mr. Burt is still a director of Niles-Bement-Pond Co., Potter and Johnson and several other companies, and expects to continue those business interests.

Edward O. Gillane has been named vice president and general manager of Potter and Johnson.

THE APPOINTMENT of Charles L. Derrick, superintendent of engineering for the Hartford Electric Light Company, to be assistant to Vice President Fred D. Knight, has been announced. Mr. Knight is in charge of the company's operating departments.

Mr. Derrick joined the company in 1942 as assistant engineer, later succeeding the late Frank S. Reynolds as head of the engineering department. He is a native of Washington, D. C., and a graduate of Lehigh University.

★ ★ ★

TWO NEW WOMEN EXECUTIVES have been added to the administrative staff of Pratt & Whitney Aircraft's personnel department to handle the feminine problems of the company's still expanding population of well over 3,000 women, William P. Gwinn, general manager, announced recently.

Mrs. Frances B. Goodell has returned to Pratt & Whitney Aircraft division of United Aircraft Corporation as assistant to the personnel manager. Mrs. Goodell was assistant to the corporation's director of personnel during World War II.

Dr. Josephine Fuhrmann, a native of Patchogue, Long Island, has joined Pratt & Whitney's medical staff. She will give particular attention to the health counseling of the feminine employees.

★ ★ ★

THE STATE CIVILIAN DEFENSE ADVISORY COMMITTEE has just announced the adoption of a national air raid warning system as follows:

A three-minute fluctuating or warbling signal by sirens or a three-minute series of short blasts on whistles or horns for an air raid.

The all-clear signal will be a series of three steady one-minute blasts by sirens, horns or whistles, interrupted by silent periods lasting two minutes each. State Civil Defense Director Roger F. Gleason announced that as soon as the air raid warning signal is sounded all persons should take immediate shelter and all precautions.

★ ★ ★

GEORGE BODEN, 82, for more than 60 years connected with the Oakville Company Division of the Scovill Manufacturing Co., Waterbury, died suddenly at his home in Middle Haddam recently. He was vice president of the Oakville Division at the time of his death.

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He observed his 60th anniversary with the company last June at which time he was presented with a diamond pin in recognition of his long service.

★ ★ ★

THE ELECTION of A. Howard Fuller, president of the Fuller Brush Company, Hartford, as a member of the newly formed Young Presidents Organization, was announced recently in New York by Ray Hickok, president of the group. Mr. Hickok is president of the Hickok Manufacturing Company, Rochester, New York.

The Young Presidents Organization, formed in New York last October, lists as members presidents of firms doing more than $1,000,000 a year in sales, or employing more than 100 people. The presidents must have reached their positions as heads of their companies before the age of 39. They will continue active in the organization until the age of 48.

Mr. Fuller became president of The Fuller Brush Company in 1943, at the age of 30.

HARMON J. WELLS, of Hamden, a vice president of the "New Haven" railroad, died suddenly recently at New Haven Hospital. Mr. Wells, long connected with the railroad, was appointed vice president and general counsel in charge of the law and finance departments in 1943.

A member of the Connecticut Bar, Mr. Wells was graduated from the University of Utah and obtained his legal education at George Washington and Harvard Universities.

He is survived by his wife, two sons and two daughters.

★ ★ ★

DIRECTORS OF SILENT GLOW OIL BURNER CORPORATION, Hartford, have elected Richard W. Secor and Howard S. Sherman as vice presidents of the firm.

Mr. Secor, sales manager of the portable heater division, joined Silent Glow in 1945 after serving as U. S. Navy technician assigned to the Royal Air Force as a consultant on Pratt & Whitney Aircraft engines. He is a graduate of Bates College.

Mr. Sherman joined the company in 1945 after service with the research and development branch of the U. S. Army Engineers. He has served the company as advertising and sales promotion manager, and is now engaged in liaison work between the company and the armed services.

President Rallston M. Sherman revealed at the same time the profit-sharing bonus distributed to 125 employees, based on length of service as follows: One year and over, $300; six months, $180; three months, $150; over 30 days, $75, and under 30 days, $25. The bonus has been a company policy first established in 1935.

★ ★ ★

IN NEW HAVEN industrialists have joined together to form a plant protection committee for the development of plans for the protection of New Haven's industrial facilities in the event of a major disaster.

Attending the first meeting of the

Wallace Barnes Springs

Bristol Connecticut

group were representatives of the largest industrial plants in the city. In his initial discussion with the committee, Director of Civil Defense Herbert H. Vreeland, Jr., outlined the broad basic doctrine which will be followed by the committee, pointing out to the industrialists that "within each plant there should be persons trained in fire fighting, in radiological defense, in rescue, in evacuation, in manning the communications."

"In other words," he said, "within the walls of a single plant there would be a civil defense organization equipped, trained and ready for emergency."

★ ★ ★

HARLEY J. HISCOCK, plant manager of The Fuller Merriam Company for the past two and a half years, has been elected vice president, it was announced yesterday by Harrison Fuller, president of the Company. In addition, Mr. Hiscock has been appointed general manager of the Company. The board of directors also elected Lawrence G. Van Sack, office manager, to be assistant treasurer.

The Fuller Merriam Company, established in 1939 in West Haven, is engaged in the manufacture of abrasive grinding wheels for precision and production grinding. To meet increasing requirements for its products, the Company is engaged in a program calculated to double its effective capacity, Mr. Fuller stated.

Mr. Hiscock, born in St. Johns, Newfoundland, was educated in the public schools of Springfield, Mass., and has been engaged in the grinding wheel business since 1935. He was associated with Hampden Grinding Wheel Co. from 1935 to 1943 when he went to Philadelphia to become assistant plant manager of Simonds Abrasive Company. In 1946 he was appointed plant manager of A. P. deSanno & Son, Inc., Phoenixville, Pa. and on June 1, 1948 joined Fuller Merriam in a similar capacity. He is a member of the Executive Associates Forum and of the American Ceramic Society. He resides in Orange with his wife, the former Phyllis Allen of Chicopee Falls, Mass., and their two children.

Mr. Van Sack joined Fuller Merriam as office manager last June. He had been associated with Remington Arms Co., Inc. in Bridgeport for the preceding ten years except for service in World War II as a navigator of a B-29 with the rank of a second lieutenant. He is an associate of arts of the University of Bridgeport and a member of the National Association of Cost Accountants.

HARLEY J. HISCOCK

LAWRENCE G. VAN SACK

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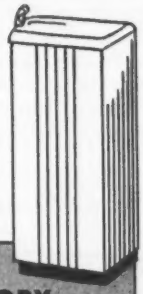

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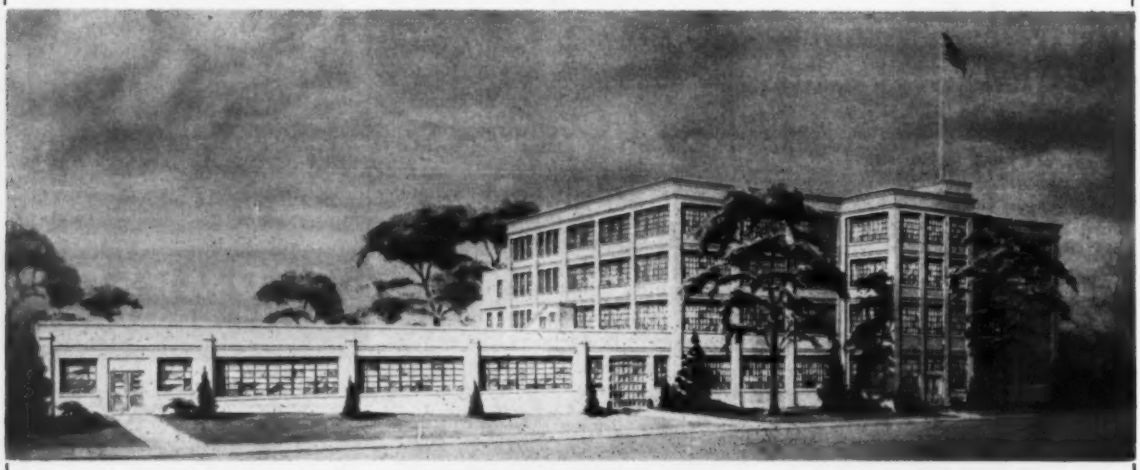

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INDUSTRIAL
Relations — Law

By **FREDRICK H. WATERHOUSE**
Counsel

THE United States Supreme Court recently reaffirmed its conclusion that "under the Sherman Act a combination formed for the purpose and with the effect of raising, depressing, fixing, pegging, or stabilizing the price of a commodity in interstate or foreign commerce is illegal per se."

The case arose in connection with an agreement between Seagram and Calvert in which they refused to sell their liquor products to wholesalers unless the purchasers agreed to maximum resale prices fixed by them. The manufacturers contended that an agreement among them to fix maximum resale prices did not violate the Sherman Act because such maximum prices promoted, rather than restrained, competition. In this contention the lower court agreed, but the United States Supreme Court decided that this was not correct, "for such agreements, no less than those to fix minimum prices, cripple the freedom of traders and thereby restrain their ability to sell in accordance with their own judgment."

The Supreme Court did state that either of the companies, acting individually, perhaps might have refused to deal with the wholesaler but that the Sherman Act makes it an offense for them to agree among themselves to stop selling to particular customers. Thus, the court emphasized the fact that it is the concerted action which makes the agreement illegal.

Another interesting sidelight is that the two companies suggested that they were "mere instrumentalities of a single manufacturing - merchandising unit" and, therefore, could not have conspired with themselves. The Supreme Court refused to accept that contention and again held that "common ownership and control does not liberate corporations from the impact of the antitrust laws. The rule is especially applicable where, as here, respondents hold themselves out as competitors."

With so much emphasis being placed on the possibility of the establishment of maximum prices on goods, this decision takes on added significance since any group of manufacturers who attempted to cooperate with the present administration in agreeing to maintain maximum resale prices would be in violation of the Sherman Act if they made such an agreement collectively rather than individually and would be subject to heavy damages from any prospective customer who was injured by such a conspiracy. The injury in this case came about through the refusal of the companies to sell to a particular wholesaler because he would not agree to maximum resale prices and thus lost substantial business.

Another recent court decision, this one by the Illinois Supreme Court, is of particular interest, also. It deals with the Illinois plumbing license law and is important mainly because of its possible effect on other licensing laws, and although it applies only to the plumbing law in Illinois, it does give an indication of what other courts might determine with regard to similar restrictive licensing provisions.

The Illinois law required, among other things, that a person could not hold himself as a master plumber unless he had a license and that anyone seeking a master plumber's license must serve five years' employment with a presently licensed master plumber as an apprentice and five years as a journeyman under a master plumber before being eligible for a license. The Illinois court felt that a person's business, profession, trade or occupation and the avails therefrom constituted "property" which could not be lawfully taken away from him in this manner and that the right to pursue any of these activities was a "liberty" protected by the Con-

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stitution. It was pointed out that no matter how well qualified a person might be, he could never of his own free will become a registered apprentice, a journeyman-plumber, or a master plumber since it was conditioned upon securing employment from a licensed master plumber, and the latter was under no obligation of employing any person or of continuing anyone in his employment. For example, the apprentice might serve a number of years and then be discharged, with or without cause, and would have no remedy, nor could he pursue his learning and become a licensed master plumber. There might even have been an understanding between master plumbers to limit the number of apprentices, and the court felt this would give to private citizens a power which the state itself could not lawfully exercise, that is, the arbitrary denial to a citizen of his inherent and inalienable right to engage in a legitimate activity by his own free will and choice. Although the court admitted that the legislature could invoke the police power by establishing certain standards for securing such licenses, it could not arbitrarily interfere with private business or impose unusual and unnecessary restrictions upon lawful occupations when the statute and such provisions do not tend to preserve the public health, safety or welfare.

With each session of the Connecticut Legislature, an increasing number of proposed licensing statutes are introduced and the underlying principle in many of them is the restriction on activity and participation in a particular trade similar to that indicated in the Illinois statute but usually better concealed.

The Brinnell Company: Yankee Ingenuity at Work!

(Continued from page 9)

Schnell and Mr. Brill addressed themselves. For years it had seemed insurmountable as some of the best minds in the country sought to attack its solution mechanically, electrically, and even electronically without success. However, Yankee persistence and inventiveness triumphed, and with the development of Protectron, a new Connecticut industry was born, with a product hailed by manufacturers the world over.

The Protectron is fundamentally an electronic watch dog which measures continuously both motor voltage and current input of industrial machinery. When the mechanical load upon the machine increases to a degree which has been preset above normal conditions, no matter how minute this divergence might be, the Protectron actuates control devices to prevent damage to the machine before it occurs. It is this ability to "sense" mechanical overload and stop the machine before breakage takes place that makes the Protectron so revolutionary a device.

How It Works

The complete Protectron unit consists of two components. The main unit is contained in a box similar in appearance to an electric switch box measuring 13″ x 19″ x 6″. This box is normally mounted on a wall or column convenient to the machine with which it is to be used. On the door of this device are a green bull's-eye to indicate whether the unit is on, a red bull's-eye to show when the unit is tripped, and the external local reset button with which the unit can be reset or restored to its normal operating condition after it has been tripped.

The sub-unit of the Protectron consists primarily of the voltage and current sensing transformers, and is normally mounted as near as possible to the motor or motor starter in order to keep the length of wiring to the motor to a minimum.

One of the most striking examples of the usefulness of the Protectron is its application in connection with automatic punch presses. Machinery of this type is equipped with dies which cost up to $75,000. Thus the problem of breakage is a highly important one. Protectron can not only prevent damage to these dies due to "jams" or "pile-ups," but as a result can practically eliminate costly "down-time," and increase the efficiency of each individual machine many times. When a bank of several machines is equipped with the Protectron, one operator may safely supervise four or five machines.

As an indication of its high accuracy and precision, the Protectron can be adjusted to such a fine degree of sensitivity that a 50 ton press can automatically be stopped merely by holding a rag against the rim of its flywheel.

As a practical illustration of its precision, a press running 1/16th″ steel was stopped when the stock thickness increased by only .002″. Constant reports have been received by the manufacturer of instances where the Protectron detected increased load when a defective lubricating system would have caused dry bearing damage.

Case histories now in the files of the Brinnell Company paint a glowing picture of the success of its electronic "watch-dog." For example, one manufacturer who recently installed Protectron throughout his plant discovered, after a minute check of cost records, that slightly under $250,000, in production costs had been saved in the first twelve months of its use. The fact that the complete installation of the device cost the manufacturer approximately 10% of this first year's saving prompted him to inform the Brinnell Company that "No other device has saved us so much, so quickly, and at so little cost."

Among the reasons for the Protectron's amazingly economical and long-lasting operation are the fact that there are no mechanical parts which might require expensive installation or repair, that its sensitivity can be changed at any time merely by turning a knob, and that the unit can be adjusted for a new set for machine load conditions in a few seconds. Manufacturers using the Protectron express amazement that an acute problem which seemed insoluble for so long has now been completely solved so simply and economically.

The Protectron electronic control has been found to maintain the same degree of efficiency and accuracy when used with production machinery where each cycle of operation produces several load peaks. Thus, the device is available for double-action presses, four-slide machines, or multiple operation machines. It has been universally responsible for such phenomenal reduction in production costs, that leading press manufacturers and machine tool builders today consider Protectron one of the indispensable factors in their operation. Many are now specifying Protectron as initial equipment in new installations.

Thus a new chapter in Connecticut industry has been begun by two young men who saw a problem, solved it effectively, and then with typical courage and foresight overcame the many obstacles to the establishment of a new business. The Brinnell Company is another symbol of the faith and determination which made this country great in pioneering days and which still characterizes the spirit of America today.

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"I was the new plant nurse, with a room full of first-aid equipment and armed with instructions from the doctor in charge. But the men completely ignored me. Maybe they were scared of anything that looked medical, or were just plain shy. On the third day I decided that if the men wouldn't come to me, I would go to them.

"I went out into the shop, getting acquainted. I talked to the men not only about their work, but about their homes, their youngsters. I wasn't nosey, and I didn't throw my weight around. I was just friendly and interested.

"Joe was the one who helped me break the ice. He was the most popular man in the shop, so I told him frankly what I was up against . . . that I was there to help the men . . . to dress their cuts and treat their bruises . . . to save them from long and painful injury and sickness which can result from infection and neglect. More important, I was there to help them with health problems — their own or their family's. That's the part of industrial nursing which is of greatest value to workers and plant.

"The very next day Joe burst open the door, carrying bodily a young fellow with a dirty handkerchief over a freshly cut thumb. 'Here's Mike,' he said. 'He wants to be your first patient, nurse!'

"Well, Mike is a friend now, too, and so are all the men. And we've accomplished a lot more than just dressing cuts. I discovered that lots of men didn't eat breakfast, that others were suffering from neglected colds, or were worrying about family health problems. They talk to me now about these problems because they have confidence in me, and I've been able to help a lot. You ought to see how absenteeism has dropped too!"

As a pioneer in industrial nursing, Liberty Mutual assists in training registered nurses for both full-time and part-time services under supervision of physicians. Industrial nursing helps to prevent accidents, and it promotes good health both on and off the job. In many plants where industrial nursing has been established, lost-time accidents have dropped as much as 50 per cent. Industrial nursing is another example of Liberty Mutual's pace-setting leadership in making industry a safer, better place to work.

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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

OF particular concern to the Accounting Division of any industrial organization is the need for constantly increasing the efficiency with which the funds invested in the business are used and thereby improving the earning power of the business. In that connection there is an ever-growing need for a closer coordination of finance and accounting with production planning and control.

Production planning and control if properly developed represents much more than simply a means of controlling the orderly processing of production orders through the factory. Modern production control techniques intelligently applied by a capable staff and properly coordinated with the selling and financial functions can be a most effective tool for improving the profitability of the investment in any industrial enterprise.

The ways in which good production planning and control can serve to increase profitability are numerous. Good production control should provide maximum production with a minimum of floor space, machinery and personnel and with a minimum investment in inventories of raw material and work in process. Profits are directly influenced by the extent to which plant equipment and personnel are kept fully and efficiently at work. By budgeting the use of machines and facilities, production control can keep workers efficiently occupied and thereby reduce unit labor and overhead costs and increase profits.

Good production control should reduce to a minimum the time required for procurement and manufacturing and so permit quicker delivery. It should provide reliable estimates of production upon which to base sales programs. It should improve the reliability of delivery information and thereby help to maintain customer relations.

In these and many other ways a good system of production planning and control efficiently administered and properly coordinated with other activities can help to increase the profitability of an enterprise.

As one of the principal concerns of accounting is the control of costs and profits the Accounting Division should recognize the need for good production planning and control and should use its influence to promote the development and use of an adequate production planning and control system.

In addition to its influence on profitability there are other benefits which can result from a close coordination of accounting and production control activities. In budgeting, for example, a sound system of production planning and control is the most reliable source of information with respect to future production schedules, inventory requirements and the need for labor and facilities. Such data is essential if the financial or accounting division is to budget and plan properly for the company's future operations.

In connection with inventory control and inventory record keeping, the records which are maintained for production control purposes can very often be used for purposes of the Accounting Division. By using production control records the Accounting Division may avoid the maintenance of duplicate records of its own. When that is done it is, of course, necessary that the production control records be completely and accurately maintained. However, if the activities of the two divisions are properly coordinated necessary accuracy can certainly be arranged for.

There are many instances in which information concerning day-to-day production which is necessary for payroll purposes can also be used for inventory and production control purposes. By coordinating the requirements of payroll and production control the necessary information for both can often be provided from one source with lower cost and greater accuracy and efficiency.

The need for adequate and efficient production control and the benefits to be gained from its use are being recognized more and more. Good production control is essential to the efficient operation of an industrial plant. By recognizing that fact and by coordinating its own activities with those of the Production Planning and Control Department, the Accounting Division may improve its own ability to promote increased profits.

Results Through Work Simplification

(Continued from page 15)

charting was the assistant superintendent in the division in which the conveyor is located. In spite of the fact that he set up the operation and was thoroughly familiar with it, his time chart revealed so many improvements to him that the job is now being performed with two men who have easier jobs than they did before—the skilled welder was released for other work and a bridge crane was not even needed.

The act of charting seems to bring improvements to mind. It is always startling to find how many men think of improvements when they have the facts clearly before them. Just knowing exactly what goes on is frequently enough to generate ideas that will lead to better methods.

Gentlemen, I have just one message for you today. Supervisors properly trained in the techniques of work simplification usually can accomplish much more in improving methods and reducing costs than a whole department of experts—but let me add a word of caution. Work simplification cannot be learned out of a book or in ten easy lessons. It requires a well-developed program conducted by trained personnel—and to succeed the program must start at the top.

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BUSINESS PATTERN

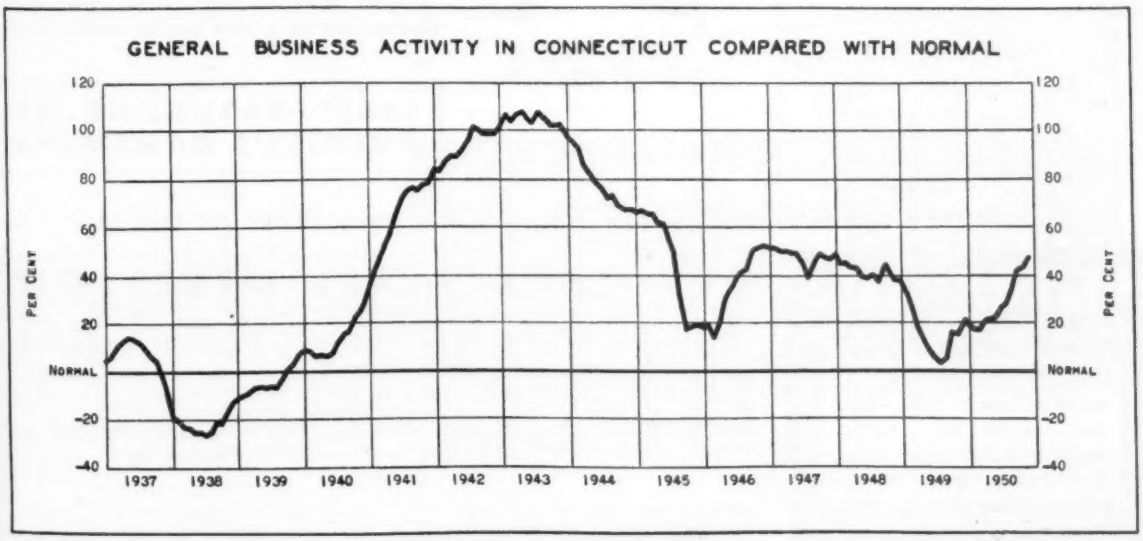
A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN November production for national defense and for civilian demand combined to give Connecticut industry one of its busiest months in the last three years. During the month the index of general business activity for this state rose four percentage points to an estimated 47% above normal. Factory employment and manhours advanced moderately over the level of the preceding month while freight shipments increased substantially. Construction and cotton mill activity, both of which reached new peaks in recent months, fell off somewhat from October standings. The United States index of industrial activity was estimated at 35% above normal in November reflecting little change from the two previous months. This is the first time in nearly two years, except for temporary strike situations, that there has been any significant difference between the national and state indexes.

Now, as was the case in 1939-40, the Connecticut economy with its metal fabricating, machinery, electrical equipment and textile industries appears to be moving ahead of many other sections of the country in production of war supplies. A summary of defense contracts awarded between July 13 and December 13, 1950, as compiled by the Federal Reserve Bank of Boston from U. S. Department of Commerce reports, shows that total awards for the country as a whole were valued at $2,171,000,000. Of this total, contracts valued at $155,000,000 were awarded to New England companies, $60,000,000 of which was placed with Connecticut concerns. On a per capita basis the Connecticut average was $30.12 compared with $14.41 and $16.66 for the United States and New England, respectively.

The November index of employment in Connecticut factories increased one percentage point to 38% above normal. The employment gain was gradual throughout the first seven months of the year and then increased sharply between July and November. The following table, based on monthly reports of the State Department of Labor, shows the growth in manufacturing, non-manufacturing, and total non-agricultural employment in Connecticut during 1950:

Month	*Manufacturing Employment*	*Non-Manufacturing Employment*	*Total Non-Agricultural Employment*
January	348,000	364,000	712,000
February	351,000	359,000	710,000
March	355,000	360,000	715,000
April	357,000	369,000	726,000
May	359,000	375,000	734,000
June	363,000	379,000	742,000
July	361,000	382,000	743,000
August	374,000	384,000	758,000
September	387,000	389,000	776,000
October	395,000	390,000	785,000
November	400,000	393,000	793,000



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The index of manhours worked in Connecticut factories is estimated at 62% above normal in November, an increase of five percentage points over the preceding month. The manhour index has risen thirty-two points in four months and is now higher than at any time since December 1947. The current increase in total manhours resulted from a further gain in the number of persons working with average hours worked per week remaining approximately the same as in the preceding month. Manufacturing employment in this state rose from 361,000 in July to 395,000 in October and then to 400,000 in November. During the same period average hours worked by production employees advanced from 41.4 in July to 43.0 in October and then fell off slightly to 42.9 in November. Average weekly earnings which were $58.36 in July increased to $63.65 in October and to $64.44 in the following month. Basic hourly earnings stood at $1.39 four months ago, went to $1.43 in October and to $1.45 in November.

The index of freight shipments originating in eight Connecticut cities rose in November to 24% above normal, the best standing in nearly two years. Substantial increases in the volume of tonnage shipped from Bridgeport, Danbury, New London and Waterbury more than offset moderate reductions in the amount handled in the four other cities included in the index.

In November the index of construction work in progress fell off for the second consecutive month to an estimated 90% above normal. Contract awards for new residential construction have been decreasing since August whereas non-residential building has remained relatively strong during the past four months.

Prices have been climbing noticeably since the early months of this year and have now exceeded the previous all-time highs reached in August 1948. The wholesale commodity index fell off from an August 1948 peak of 110% above the January 1941 base to +87% in December 1949 and since then has moved upward again to reach a new high of +115% as of December 16. The consumers' price index declined from 73% above the 1941 base in August to +65% in February 1950 and by mid-November had risen to +74%.

THOUGHTS ON MANAGEMENT

By CHARLES DELMAR TOWNSEND

Plant Protection

As time goes on we will be faced with the problem of protecting our plants from the saboteurs. The dual role which all industry must carry in the trying years ahead will necessitate better plant protection. Within your organization today may be those who wish to aid our future enemies.

In order to obtain defense work your plant must meet the requirements set up by the Defense Department. This now pertains to classified and secret information but as time goes on entire plants will need a satisfactory system of plant protection.

"The Principles of Plant Protection" issued by the Department of Defense Munitions Board is a good booklet. Order it from the Superintendent of Documents, Government Printing Office, Washington 25, D. C.—price 15¢ per copy. It covers hazards to industry, internal security and a brief note on planning for plant protection.

Plant protection can be extremely costly if not properly planned and integrated with the rest of the plant operation. Protection can be obtained in several ways. The most important is the internal determination of your present labor force. Who is likely to become a saboteur, not necessarily from the standpoint of damaging equipment, but from slowdowns, labor agitation, endeavoring to learn defense production details? Study your employees. If you think their action requires investigation, don't do it yourself. Get outside help from the Defense Department or the F.B.I. Don't scare off your men and don't show evidence of distrust.

Put on your payroll a good reliable man to enforce your plant protection laws. Don't let strangers into your plant unattended. Keep defense work details carefully guarded. Install proper fences and/or alarm systems to aid your guards. Make the automatic devices save your labor costs. Plant protection can be economical if properly developed. Every plant can afford it, but it does require study and thought or the cost will be out of line. Plan your program now.

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BUSINESS TIPS

from

School of Business Administration

University of Connecticut

"OUR EMPLOYEES ARE HAPPY ——"

By LAURA B. SAEGER*

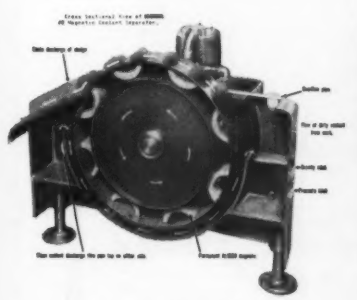
UPON more than one occasion we've heard top management and supervisors appraise the attitudes and feelings of the employees in their organizations. These appraisals have been variously expressed as, "Our workers are happy and satisfied with their jobs. They never complain and we never have strikes like X company." Or, "We're a small company and we know our people. It's these big outfits that have trouble with unions."

As these opinions have been expressed, we've often wondered if it might not be closer to the truth to say that it is *management* who is satisfied and happy. Because there are no complaints, no grievances to be negotiated, no union with which to reckon, management's job, in some respects, may be lightened. And who isn't looking for an easier job? Yet, this blind appraisal of employee attitudes is hardly representative of the calculated, day-to-day decisions which management makes in other phases of its business operation. This seems to be rather an expression of management's fond hope that employees are and will be satisfied on their jobs and so long as there are no violent demonstrations to the contrary, it is far more pleasant to assume that all is well within.

Volumes have been written and innumerable studies have been made on employee morale, attitudes and the like. Management literature and conference programs are full of material dealing with the subject. Some of the studies, doubtless, have been a little disconcerting to management because the results have not always coincided with the opinion which management has of itself. There are those among management, too, who will not concern themselves with the feelings and attitudes of employees; to them such studies are only so much academic trivia. On the other hand, there are those who have eagerly sought and profited by information available to them. All in all, it is quite evident that employees do have feelings and attitudes regarding their jobs and their companies, and these attitudes, expressed or otherwise, have a definite bearing upon the worker's performance on his job. Employees know what they want from their jobs and they are desirous to express themselves when and if they are given an opportunity to do so.

Almost every businessman has had the results of these morale studies called to his attention at one time or another, but what happens is his own business? Does he go back to find out if his workers think and feel as other employees do? Does he resolve to check (and correct, if necessary) conditions in his company which have been criticized elsewhere? The fact remains that it is still much easier to sit back and hope that the attitudes expressed represent someone else's employees and that the criticisms do not fit our own company! It is indeed a pleasing thought that no strikes or work stoppages, few complaints and little criticism are evidences of high employee morale, but it is also a dangerous drug that may lull management directly into the hands of serious dissatisfactions and labor conflicts.

* *Instructor in Industrial Administration.*



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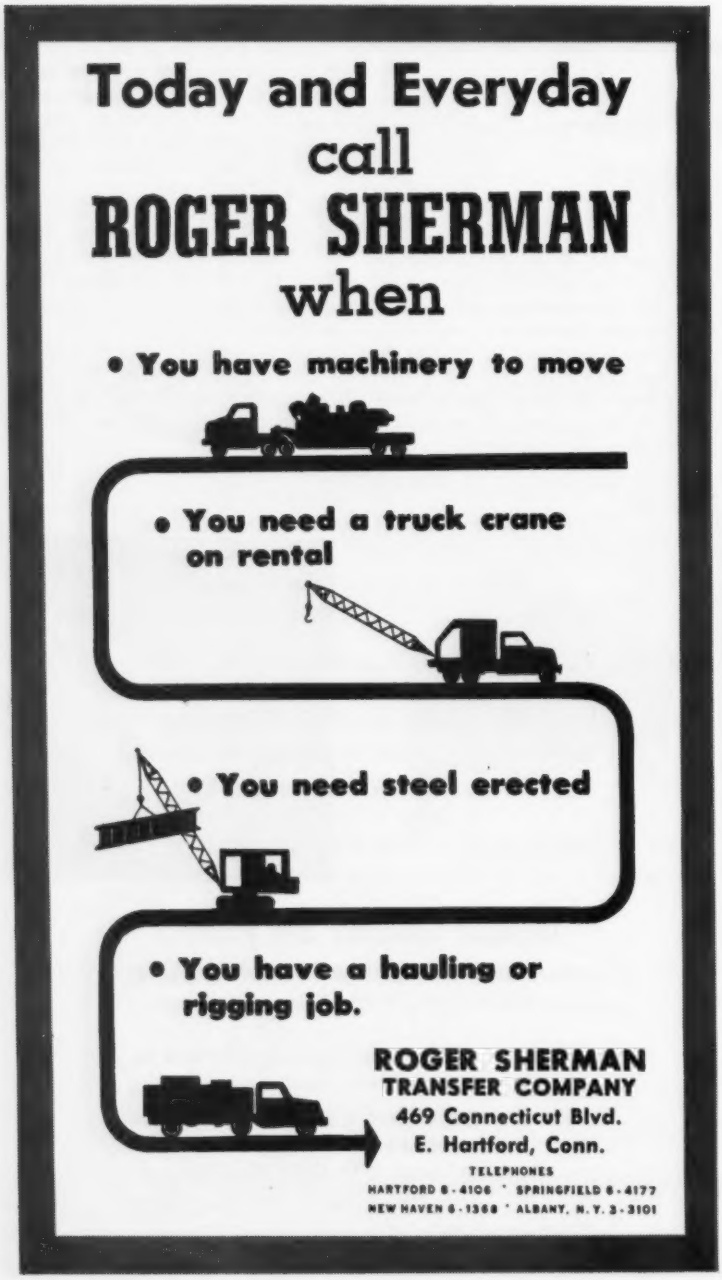
A genuine understanding of employee attitudes will not come about miraculously. Actually, this is a matter of real concern which calls for action by every management representative in the company. First of all, there must be a sincere conviction that we *want* to know what people say and think on their jobs. And this is hard! It must be recognized from the beginning that there will be many bricks and few roses, and some of these truths may hurt. There will be the complaints from the chronic gripers, the pent-up expressions of old and faithful employees, as well as constructive criticisms from those who have thought seriously about their jobs and their company. In any event, it is almost inevitable that most of the expressions will describe to the boss what a poor job he has done, how badly the company has been operated and how management has "missed the boat" by not making the employees feel themselves a vital and integral part of the undertaking. Now, do we still *want* to know what our employees have to say about us and their jobs?



An affirmative answer to this question calls for action. It means that we are now ready to stand up and take whatever may be "dished out"—palatable or otherwise—and that, above all, we stand ready to make use of and profit by these comments. Practically it means that we now become as much concerned over our employees, Sam Smith and John Jones, as we are about the installation and care of the new precision grinder or about the results of the quality test of a new substitute material. This is not mere lip-service to a well-advertised, worthy cause.

Firmly convinced that employees' thoughts and comments are valuable assets, we wonder how this information is to be obtained. How can we find out what workers really think? The blunt answer is: ask them.

Actually, there is no substitute for man-to-man contacts with employees. The supervisor who regularly and daily meets with and talks personally to his workers is a most excellent sounding board for employee opinions. It is imperative, however, that the supervisor understand the value of these opinions and, above all, that the worker have absolute confidence in the judgment and fairness of his superior. The supervisor who is constantly harrassed by production problems, who never has enough time to do everything and who, moreover, doesn't want to be bothered with what his subordinates think is definitely not the type of boss to whom employees will tell their stories. Incidentally, he is undoubtedly representative of those supervisors whom employees are criticizing when they tell us that they want better leadership on their jobs. The foreman, on the other hand, who gives individual attention to his men, who asks their advice and who listens to their problems is more likely to know whether or not employees are happy. He's the one who can really find out how the company stacks up, improvements which workers can recommend and even sources of possible irritation. Through day-to-day association a feeling of confidence may be created

(Continued on page 52)

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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms
Baker-Goodyear Co The — New Haven

Accounting Machines
Underwood Corporation — Bridgeport

Adding Machines
Underwood Corporation — Bridgeport

Advertising Specialties
H C Cook Co The 32 Beaver St — Ansonia
Waterbury Companies Inc — Waterbury

Advertising Novelties
Gilman Brothers Company The (advertising pot-holders) — Gilman

Aero Webbing Products
Russell Mfg Co — Middletown

Air Compressors
Airline Manufacturing Company The — Warehouse Point
Spencer Turbine Co The — Hartford

Air Conditioning
Norwalk Airconditioning Corp The (forced air heating units oil fired) — South Norwalk

Air Impellers
The Torrington Manufacturing Co — Torrington

Aircraft
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) — Bridgeport

Aircraft Accessories
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) — West Hartford
Warren McArthur Corp (Airplane Seatings) — Bantam

Aircraft Instruments
Gorn Electric Company Inc — Stamford

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division — Rentschler Field East Hartford
United Airports Div United Aircraft Corp — Rentschler Field East Hartford

Air Ducts
Wiremold Co The (Retractable) — Hartford

Air Heaters—Direct Fired
Peabody Engineering Corporation — Stamford

Aluminum Castings
Eastern Malleable Iron Company The — Naugatuck
Newton-New Haven Co. 688 Third Avenue — West Haven
Charles Parker Company The — Meriden

Aluminum Forgings
Scovill Manufacturing Company — Waterbury 91

Aluminum Ingots
Lapides Metals Corp — New Haven

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc — New Haven

Ammunition
Remington Arms Co Inc and Peters Cartridge Div — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc. — New Haven

Anodizing
Conn Metal Finishing Co — Hamden

Apparel Fabrics—Woolen & Worsted
Broad Brook Company — Broad Brook

Artificial Leather
Permatex Fabrics Corp The — Jewett City

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) — Middletown
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) — Bridgeport

Asbestos & Rubber Packing
Colt's Manufacturing Company — Hartford

Assemblies—Small
Greist Manufacturing Co The — New Haven
Han-Dee Spring and Manufacturing Co The (Small) — Hartford
J H Sessions & Son — Bristol
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Auto Cable Housing
Wiremold Company The — Hartford

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) — Waterbury

Automobile Accessories
Kilborn-Sauer Company (lights and other accessories) — Fairfield
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) — Bridgeport

Automotive Bodies
Metropolitan Body Company — Bridgeport

Automotive Friction Fabrics
Russell Mfg Co The — Middletown

Automotive Parts
Eis Manufacturing Co (Hydraulic and Mechanical) — Middletown

Automotive & Service Station Equipment
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) — Bridgeport
Scovill Manufacturing Company (Canned Oil Dispensers) — Waterbury 91

Automotive Tools
Eis Manufacturing Company — Middletown

Badges and Metals
Waterbury Companies Inc — Waterbury

Bags—Paper
American Paper Goods Company The — Kensington

Bakelite Moldings
Watertown Mfg Co The — Watertown

Balls
Abbott Ball Co The (steel bearing and burnishing) — Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) — Hartford
Kilian Steel Ball Corp The — Hartford

Banbury Mixers
Farrel-Birmingham Company Inc — Ansonia

Barrels
Abbott Ball Co The (burnishing and tumbling) — Hartford
Hartford Steel Ball Co The (tumbling) — Hartford

Bathroom Accessories
Autoyre Company The — Oakville
Charles Parker Co The — Meriden

Bath Tubs
Dextone Company — New Haven

Batteries
Bond Electric Corporation Divison of Olin Industries Inc (flashlight, radio, hearing aid and others) — New Haven
Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others) — New Haven

Beads and Buttons
Waterbury Companies Inc (metal) — Waterbury

Bearings
Fafnir Bearing Co (ball) — New Britain
New Departure Div of General Motors (ball) — Bristol
Norma-Hoffmann Bearings Corp (ball and roller) — Stamford

Bellows
Bridgeport Thermostat Company Inc (metallic) — Bridgeport

Bellows Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bellows Shaft Seal Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bells
Bevin Brothers Mfg Co. — East Hampton
Gong Bell Co The — East Hampton
Gaynor Electric Company Inc (and buzzers) — Bridgeport
N N Hill Brass Co The — East Hampton

Belt Fasteners
Bristol Company The — Waterbury
Saling Manufacturing Company (patented self-aligning) — Unionville

Belting
Hartford Belting Co — Hartford
Russell Mfg Co The — Middletown
Thames Belting Co The — Norwich

Benches
Charles Parker Co The (piano) — Meriden

Bends—Pipe or Tube
National Pipe Bending Co The — 160 River St New Haven

Bent Wood Products
Sorensen & Peters Inc — Pawcatuck

Bicycle Coaster Brakes
New Departure Div General Motors Corp — Bristol

Bicycle Sundries
New Departure Div General Motors Corp — Bristol

Binders Board
Colonial Board Company — Manchester

Biological Products
Ernst Bischoff Company Inc — Ivoryton

Blacking Salts for Metals
Mitchell-Bradford Chemical Co — Bridgeport

Blades
Canewell Manufacturing Company Metal Saw Division (hack saw and band saw) — Hartford

Blankets—Automatic
General Electric Company — Bridgeport

Bleaching, Dyeing, Printing & Finishing
Glasgo Finishing Co The — Glasgo
United States Finishing Company The (textile fabrics) — Norwich

Blocks
Howard Company (cupola fire clay) — New Haven

Blower Fans
Colonial Blower Company — Plainville
Spencer Turbine Co The — Hartford

Blower Systems
Colonial Blower Company — Plainville
Ripley Co — Middletown

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven
Petroleum Heat & Power Co (domestic only) — Stamford

Bolts and Nuts
Blake & Johnson Co The (nuts machine screw-bolts, stove) — Waterville
Clark Brothers Bolt Co — Milldale
O K Tool Co Inc The (T-Slot) — 33 Hull St Shelton

Bonderizing
Clairglow Mfg Company — Portland

Bottle Openers
Scovill Mfg Co (steel, anodized aluminum) — Waterbury

Box Board
Lydall & Foulds Paper Co The — Manchester
National Folding Box Co Inc — New Haven
New Haven Pulp & Board Co — New Haven
Robertson Paper Box Co — Montville
Gair Company Inc Robert — Montville

Boxes
Airline Manufacturing Company (steel cash, bond, security and mail boxes) — Warehouse Point
Clairglow Mfg Company (metal) — Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) — Durham
Gair Company Inc Robert (corrugated and solid fibre shipping containers) — Montville

Boxes and Crates
City Lumber Co of Bridgeport Inc The — Bridgeport

Boxes—Paper—Folding
Atlantic Carton Corp — Norwich
Bridgeport Paper Box Co — Bridgeport
Carpenter-Hayes Paper Box Co Inc The — East Hampton
Folding Cartons Incorporated (paper, folding) — Versailles
M S Dowd Carton Co — Groton
National Folding Box Co Inc (paper folding) — New Haven
New Haven Pulp & Board Co The — New Haven
Robertson Paper Box Co — Montville
Gair Company Inc Robert — Montville
S Curtis & Sons Inc — Sandy Hook
Warner Brothers Company The — Bridgeport

Boxes—Paper—Setup
Bridgeport Paper Box Co — Bridgeport
Heminway Corporation The — Waterbury
Strouse Adler Company The — New Haven

Braided Fiberglass Sleeving
Ansonia Mills Inc — Ansonia

Brake Cables
Eis Manufacturing Co — Middletown

Brake Linings
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) — Bridgeport
Russell Mfg Co The — Middletown

Brake Service Parts
Eis Manufacturing Co — Middletown

Brass & Bronze
American Brass Co The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (sheet, wire, rods) — Bristol
Chase Brass & Copper Co — Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) — Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod) — Thomaston
Scovill Manufacturing Company — Waterbury 91
Tinsheet Metals Co The (sheets and rolls) — Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) — New Haven

(Advt.)

Brass & Bronze Ingot Metal
Plume & Atwood Mfg Co The Thomaston
Whipple and Choate Company The Bridgeport

Brass, Bronze, Aluminum Castings
Charles Parker Company The Meriden
Victors Brass Foundry Inc Guilford

Brass Goods
American Brass Company The Waterbury
Plume & Atwood Mfg Co The (to order) Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford
Scovill Manufacturing Company (to order) Waterbury 91
Western Brass Mills Division of Olin Industries Inc (to order) New Haven

Brass Mill Products
American Brass Company The Waterbury
Bridgeport Brass Co Bridgeport
Chase Brass & Copper Co Waterbury
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury 91
Western Brass Mills Division of Olin Industries Inc New Haven

Brass Wall Plates
Gaynor Electric Company Inc Bridgeport

Brick—Building
Donnelly Brick Co The New Britain

Bricks—Fire
Howard Company New Haven

Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven

Broaching
Hartford Special Machinery Co The Hartford

Brooms—Brushes
Fuller Brush Co The Hartford

Buckles
B Schwanda & Sons Staffordville
G E Prentice Mfg Co The Kensington
Hatheway Mfg Co The (Dee Rings) Bridgeport
Hawie Mfg Co The Bridgeport
John M Russell Mfg Co Inc Naugatuck
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury

Buffing Compounds
Roberts Rouge Co The Stratford

Buffing & Polishing Compositions
Apothecaries Hall Co Waterbury
Lea Mfg Co Waterbury

Buffing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson

Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury

Burners—Automatic
Peabody Engineering Corporation Stamford

Burners—Coal and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners—Gas
Peabody Engineering Corporation (Blast Furnace) Stamford

Burners—Gas and Oil
Peabody Engineering Corporation (Combined) Stamford

Burners—Refinery
Peabody Engineering Corporation (For Gas and Oil) Stamford

Buttons
B Schwanda & Sons Staffordville
I. C White Company The Waterbury
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91
Waterbury Companies Inc (Uniform and Fancy Dress) Waterbury

Cabinets
Charles Parker Co The (medicine) Meriden

Cabinet Work
Hartford Builders Finish Co Hartford

Cable—Asbestos Insulated
Rockbestos Products Corp New Haven

Cable—BX Armored
General Electric Company Bridgeport

Cable—Nonmetallic Sheather
General Electric Company Bridgeport

Cable—Service Entrance
General Electric Company Bridgeport

Cages
Andrew B Hendryx Co The (bird and animal) New Haven

Cams
American Cam Company Inc Hartford
Hartford Special Machinery Co The Hartford
Rowbottom Machine Company Inc Waterbury

Canvas Products
F B Skiff Inc Hartford

Capacitors
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

Card Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven

Carpet Cushion
Sponge Rubber Products Co Inc Shelton

Carpets and Rugs
Bigelow-Sanford Carpet Co Thompsonville

Casters
Bassick Company The (Industrial and General) Bridgeport

Casters—Industrial
George P Clark Co Windsor Locks

Castings
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden
Connecticut Foundry Co (grey iron) Rocky Hill
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Charles Parker Company The (grey iron, brass, bronze, aluminum) Meriden
Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck
Farrel-Birmingham Company Inc (Meehanite, Nodular Iron, Steel) Ansonia
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
Revere Corporation of America (precision investment) Wallingford
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck
Malleable Iron Fittings Co (malleable iron and steel) Branford
McLagon Foundry Co (grey iron) New Haven
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron) Hartford
Scovill Manufacturing Company (Brass & Bronze) Waterbury 91
Sessions Foundry Co The (grey iron) Bristol
Union Mfg Co (grey iron & semi steel) New Britain
Waterbury Foundry Company The (highway & sash weights) Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

Castings—Permanent Mould
Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden
Charles Parker Company The Meriden

Chain
John M Russell Mfg Co Inc Naugatuck

Chain—Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport

Chain—Bead
Bead Chain Mfg Co The Bridgeport
H G H Products Co Inc Shelton

Chemical Manufacturing
Carwin Company The North Haven

Chemicals
American Cyanamid Company Waterbury
Apothecaries Hall Co Waterbury
Carwin Company The North Haven
Edcan Laboratories South Norwalk
Macalaster Bicknell Company New Haven
MacDermid Incorporated Waterbury
Naugatuck Chemical Division United States Rubber Co Naugatuck
New England Lime Company Canaan
Pfizer & Co Inc Chas Groton

Chemicals—Agricultural
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) Naugatuck

Chemicals—Aromatic
Naugatuck Chemical Division United States Rubber Co Naugatuck

Chemicals—Rubber
Robert J King Company Inc The Norwalk

Christmas Light Clips
Foursome Manufacturing Company (various sizes and styles) Bristol

Chromium Plating
Chromium Corp of America Waterbury
Chromium Process Company The Shelton
Nutmeg Chrome Corporation Hartford

Chucks
Cushman Chuck Co The Hartford

Chucks & Face Plate Jaws
Union Mfg Co New Britain

Chucks—Power Operated
Cushman Chuck Co The Hartford

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clock Mechanisms
Lux Clock Mfg Co The Waterbury

Clocks
E Ingraham Co The Bristol
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Clocks—Alarm
Lux Clock Mfg Co The Waterbury
New Haven Clock and Watch Co The (spring & electric) New Haven
William L. Gilbert Clock Corporation The Winsted

Clocks—Automatic Cooking
Lux Clock Mfg Co The Waterbury

Clutches
Snow-Nabstedt Gear Corp The New Haven

Clutch Facings
Russell Mfg Co The Middletown

Clutch—Friction
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport

Coffee Makers
General Electric Company Bridgeport

Coils—Pipe or Tube
National Pipe Bending Co The 160 River St New Haven
Whitlock Manufacturing Co The Hartford

Coin Tokens
Waterbury Companies Inc Waterbury

Commercial Heat Treating
A F Holden Company The 52 Richard St West Haven

Commercial Truck Bodies
Metropolitan Body Company Bridgeport

Compressors
Norwalk Company Inc (high pressure air and gas) South Norwalk

Concrete Products
Plastricrete Corp Hamden

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic

Consulting Engineers
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford

Contract Machining
Malleable Iron Fittings Company Branford

Contract Manufacturers
Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham
Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury
Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91
J H Sessions & Son Bristol

Controllers
Bristol Company The Waterbury
Manning Maxwell & Moore Inc Bridgeport

Conversion Gas Range
Bland Burner Co The Hartford

Conversion Oil Range Burner
Bland Burner Co The Hartford

Conveyor Systems
Leeds Electric and Mfg Co The Hartford
Production Equipment Co Meriden

Copper
American Brass Corp The (sheet, wire, rods, tubes) Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) Bridgeport
Bristol Brass Corp The (sheet) Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury
Thinsheet Metals Co The (sheets and rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Copper Sheets
American Brass Company The Waterbury
New Haven Copper Co The Seymour

Copper Shingles
New Haven Copper Co The Seymour

Copper Water Tube
American Brass Company The Waterbury
Bridgeport Brass Co Bridgeport

Cords—Asbestos
General Electric Company Bridgeport

Cords—Braided
General Electric Company Bridgeport

Cords—Heater
General Electric Company Bridgeport

Cords—Portable
General Electric Company Bridgeport

Cord Sets
General Electric Company Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
Danbury Square Box Co The Danbury
(Advt.)

Corrugated Shipping Cases
Connecticut Corregated Box Div Robert Gair Co Inc Portland
D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers
Eyelet Specialty Co The Waterbury
Plume & Atwood Mfg Co The (metal) Waterbury

Cosmetics
J B Williams Co The Glastonbury
Northam Warren Corporation Stamford

Cotton and Asbestos Wicking
Bland Burner Co The Hartford

Cotton Yarn
Floyd Cranska Co The Moosup

Counting Devices
Veeder-Root Inc Hartford

Couplings—Self-Sealing
Sperry Products Inc Danbury

Cranes and Conveyors
J-B Engineering Sales Co New Haven

Crushers
Farrel-Birmingham Company Inc (Stone and Ore) Ansonia

Cups—Paper
American Paper Goods Company The ("Puritan") Kensington

Cut Stone
Dextone Co The New Haven

Cutters
Barnes Tool Company The (pipe cutters, hand) New Haven
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton

Delayed Action Mechanism
M H Rhodes Inc Hartford
R W Cramer Company Inc The Centerbrook

Diamonds—Industrial
Diamond Tool and Die Works Hartford

Dictating Machines
Dictaphone Corporation Bridgeport
Gray Manufacturing Company The Hartford
Soundscriber Corporation The New Haven

Die Castings
Newton-New Haven Co Inc New Haven

Die Casting Dies
ABA Tool & Die Co Manchester
Parker Stamp Works Inc The Hartford
Weimann Bros Mfg Co The Derby

Die Castings (Aluminum & Zinc)
Corbin Cabinet Lock Div American Hardware Corp New Britain
Stewart Die Casting Div Stewart Warner Corp Bridgeport

Die Castings—Zinc
Charles Parker Company The Meriden

Die-Heads—Self Opening
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Geometric Tool Co The New Haven

Die Polishing Machinery
Hartford Special Machinery Co The Hartford

Die Sets
Union Mfg Co (precision, steel and semi-steel) New Britain

Dies
Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven
Parker Stamp Works Inc The (plastics and die castings) Hartford

Dies and Die Sinking
Consolidated Industries West Cheshire

Dish Drying Machines
Colt's Manufacturing Company Hartford

Dish Washing Machines
Colt's Manufacturing Company Hartford

Disk Harrows
Orkil Inc—Cutaway Harrow Division Higganum

Door Closers
P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Dowel Pins
Allen Manufacturing Co The Hartford
Holo-Krome Screw Corp The West Hartford

Drafting Accessories
Joseph Merritt & Co Hartford

Drilling Machines
Henry & Wright Division of Hartford-Empire Company Hartford

Drilling and Tapping Machinery
Hartford Special Machinery Co The Hartford

Drop Forgings
Atwater Mfg Co Plantsville
Bridgeport Hdwe Mfg Corp The Bridgeport
Capewell Mfg Company Hartford
Consolidated Industries West Cheshire
Wilcox Crittenden & Co Inc Middletown

Druggists' Rubber Sundries
Seamless Rubber Company The New Haven

Elastic Braid
Ansonia Mills Inc Ansonia

Elastic Webbing
Ansonia Mills Inc Ansonia
Russell Mfg Co The Middletown

Electric Appliances
General Electric Company Bridgeport

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Knife Sharpeners
Gorn Electric Company Inc The Stamford

Electric Lighting Fixtures
Plume & Atwood Mfg Co The Waterbury

Electric Motor Controls
Arrow-Hart & Hegeman Electric Co The Hartford

Electrical Outlet and Switch Boxes, and Covers
General Electric Company Bridgeport

Electric Panel Boards
Federal Electric Products Co Inc Hartford

Electric Safety Switches
Federal Electric Products Co Inc Hartford

Electric Shavers
Schick Incorporated Stamford

Electric Signs
United Advertising Corp New Haven

Electric Switches
Arrow-Hart & Hegeman Electric Co The Hartford

Electric Time Controls
R W Cramer Company Inc The Centerbrook

Electric Timepieces
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Wiring Devices
Arrow-Hart & Hegeman Electric Co The Hartford

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford

Electrical Goods
A C Gilbert Co New Haven

Electrical Insulation
Stevens Paper Mills Inc The Windsor

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electrical Wiring Systems
Wiremold Co The Hartford

Electronics
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
Ripley Co Middletown

Electroplating
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Electroplating—Equipment & Supplies
Enthone Inc New Haven
MacDermid Incorporated Waterbury

Electroplating Processes & Supplies
United Chromium Incorporated Waterbury

Electrotypes
W T Barnum & Co Inc (all classes) New Haven

Elevators
Eastern Machinery Co The (passenger and freight) New Haven
General Elevator Service Co Hartford

Enameling
Conn Metal Finishing Co Hamden
Waterbury Plating Company Waterbury

Enameling and Finishing
Clairglow Mfg Co Portland

Engines
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
United States Envelope Company, Hartford Division Hartford

Envelopes—Stock and Special
American Paper Goods Company The Kensington

Extractors—Tap
Walton Company The West Hartford

Eyelets
American Brass Company The Waterbury
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91

Eyelets, Ferrules and Wiring Terminals
American Brass Company The Waterbury
Waterbury Companies Inc Waterbury

Eyelet Machine Products
American Brass Company The Waterbury
Waterville Mfg Co The (size 15 machines only)

Fabricated Alloys
Rolock Inc (Heat Treating, Finishing) Waterville Southport

Fancy Dress Buttons and Buckles
Waterbury Companies Inc Waterbury

Fans—Electric
General Electric Company Bridgeport

Fasteners—Slide & Snap
G E Prentice Mfg Co The Kensington
Scovill Manufacturing Company (snap and slide fasteners) Waterbury 91

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown
Drycor Felt Company (paper makers and industrial) Staffordville

Felt—All Purpose
American Felt Co (Mill & Cutting Plant) Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Fenders—Boat
Sponge Rubber Products Co Inc Shelton

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester
Stevens Paper Mills Inc The Windsor

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

File Cards
Standard Card Clothing Co The Stafford Springs

Firearms
Colt's Manufacturing Company Hartford
Marlin Firearms Co The New Haven
O F Mossberg & Sons Inc New Haven
Remington Arms Company Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights
Bond Electric Corporation Division of Olin Industries Inc New Haven
Bridgeport Metal Goods Mfg Co Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Co Inc Bridgeport

Fluorescent Lighting Equipment
Vanderman Manufacturing Co The Willimantic
Wiremold Company The Hartford

Food Mixers—Electric
General Electric Company Bridgeport

Food Mixing Machines
Colt's Manufacturing Company Hartford

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous) Waterbury 91 (Advt.)

IT'S MADE IN CONNECTICUT

Foundries
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Farrel-Birmingham Company Inc (Iron and Steel) Ansonia
Charles Parker Company The (iron, brass, bronze, aluminum) Meriden
Plainville Casting Company (gray, alloy and high tensile irons) Plainville
Sessions Foundry Co The (iron) Bristol
Union Mfg Co(gray iron & semi steel) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven
Rolock Inc (brass, galvanized steel) Fairfield

Fuel Oil Pump and Heater Sets
Peabody Engineering Corporation Stamford

Furnaces
Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk
W S Rockwell Company (Industrial) Fairfield

Furnace Linings
Mullite Refractories Co The Shelton

Fuses—Plug and Cartridge
General Electric Company Bridgeport

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating
Gillette-Vibber Co The New London

Gaskets
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation Stamford

Gauges
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) Bridgeport
Manning Maxwell & Moore Inc Stratford

Gears and Gear Cutting
Farrel-Birmingham Company Inc Ansonia
Hartford Special Machinery Co The Hartford

Glass Blowing
Macalaster Bicknell Company New Haven

Glass Cutters
Fletcher-Terry Co The Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindical, surfaces, internal and special) 19 Staples St Bridgeport
Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia
Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grinding Machines
Farrel-Birmingham Company Inc (Roll) Ansonia
Rowbottom Machine Company Inc (cam) Waterbury

Grommets
American Brass Company The Waterbury
Plume & Atwood Mfg Co The Waterbury

Hand Tools
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport
James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington

Hardness Testers
Wilson Mechanical Instrument Company Bridgeport

Hardware
Bassick Company The (Automotive) Bridgeport
P & F Corbin Division The American Hardware Corp (builders) New Britain
Sargent & Company New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford

Hardware—Marine & Bus
Rostand Mfg Co The Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The Stamford

Hat Machinery
Doran Bros Inc Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast, and abdomen) New Haven

Heat Exchangers
Whitlock Manufacturing Co The Hartford

Heat Elements
Safeway Heat Elements Inc (woven wire resistance type) Middletown

Heat Treating
A F Holden Co The 52 Richard St West Haven
Bennett Metal Treating Co The 1945 New Britain Ave Elmwood
Driscoll Wire Company The Shelton
New Britain-Gridley Machine Division The New Britain Machine Co New Britain
Stanley P Rockwell Co Inc The 296 Homestead Ave Hartford
Wallace Barnes Co The Div Associated Spring Corp Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) Meriden

Heating and Cooling Coils
G & O Manufacturing Co New Haven

Heavy Chemicals
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) Naugatuck

Hex-Socket Screws
Bristol Company The Waterbury
Holo-Krome Screw Corp The West Hartford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Die Co Manchester

Hoists
J-B Engineering Sales Co New Haven

Hoists and Trolleys
Union Mfg Company New Britain

Home Laundry Equipment
General Electric Company Bridgeport

Hose Supporters
Ansonia Mills Inc Ansonia

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Hydraulic Controls
Sperry Products Inc Danbury

Industrial Finishes
Atlas Powder Co Zapon Div Stamford
Chemical Coatings Corporation RockyHill
United Chromium Incorporated Waterbury

Industrial and Masking Tapes
Seamless Rubber Company The New Haven

Infra-Red Equipment
Leeds Electric and Mfg Co The Hartford

Insecticides
American Cyanamid Company Waterbury
Darworth Incorporated ("Coracide" DDT Dispenser) Simsbury

Insecticide Bomb
Bridgeport Brass Company (Aer°a°sol) Bridgeport

Insulated Wire Cords & Cable
Kerite Insulated Wire & Cable Co Inc The Seymour

Instruments
Bristol Company The Waterbury
J-B-T Instruments Inc (Electrical and Temperature) New Haven
Manning Maxwell & Moore Inc Bridgeport

Insulation
Gilman Brothers Co The Gilman

Insulating Refractories
Mullite Refractories Co The Shelton

Insulating Tape
Ansonia Mills Inc Ansonia

Inter-Communications Equipment
Connecticut Telephone & Electric Division of Great American Industries Inc Meriden

Interval Timers
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford

Ironing Machines—Electric
General Electric Company Bridgeport

Jacquard
Case Brothers Inc Manchester

Japanning
J H Sessions & Son Bristol

Jig Borer
Moore Special Tool Co (Moore) Bridgeport

Jig Grinder
Moore Special Tool Co (Moore) Bridgeport

Jointing
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Bridgeport

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Labels
J & J Cash Inc (Woven) South Norwalk
Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck

Label Moisteners
Better Packages Inc Shelton

Laboratory Equipment
Eastern Industries Inc New Haven

Laboratory Supplies
Macalaster Bicknell Company New Haven

Laces
Wilcox Lace Corp The Middletown

Laces and Nettings
Wilcox Lace Corporation The Middletown

Lacquers & Synthetic Enamels
Atlas Powder Co Zapon Div Stamford
Chemical Coatings Corporation Rocky Hill
Dagmar Chemical Company Inc Glenbrook
United Chromium Incorporated Waterbury

Ladders
A W Flint Co 196 Chapel St New Haven

Lamps
Plume & Atwood Mfg Co The (metal oil) Waterbury

Lampholders—Incandescent and Fluorescent
General Electric Company Bridgeport

Lamp Shades
Verplex Company The Essex

Lathes—Contin-U-Matic
Bullard Company The (vertical multi-spindle-continuous turning type) Bridgeport

Lathes—3011 Man-Au-Trol
Bullard Company The (horizontal 3 spindle) Bridgeport

Lathes—Mult-Au-Matic
Bullard Company The (vertical multi-spindle-indexing type) Bridgeport

Lathes—Vertical Turret
Bullard Company The (single spindle) Bridgeport

Laundry Roll Covers
Atlas Powder Co Zapon Div Stamford

Lead Plating
Christie Plating Co The Groton

Leather
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel

Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings
G E Prentice Mfg Co The Kensington

Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc) Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Accessories—Fluorescent
General Electric Company Norfolk

Lights—Trouble
General Electric Company Bridgeport

Lighting Equipment
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden
United Manufacturing Co New Haven

Lime
New England Lime Company Canaan

Lipstick Containers
Bridgeport Metal Goods Mfg Co Bridgeport (Advt.)

Lithographing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
New Haven Printing Company The New Haven
A D Steinbach & Sons New Haven

Locks—Banks
Yale & Towne Manufacturing Company The Stamford

Locks—Builders
P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Locks—Cabinet
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The Stamford

Locks—Special Purpose
Yale & Towne Manufacturing Company The Stamford

Locks—Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp New Britain
Excelsior Hardware Co The Stamford

Locks—Trunk
Yale & Towne Manufacturing Company The Stamford
Excelsior Hardware Co The Stamford
Yale & Towne Manufacturing Company The (and suitcase) Stamford

Locks—Zipper
Excelsior Hardware Co The Stamford

Loom—Non-Metallic
Wiremold Company The Hartford

Luggage Fabric
Falls Company The Norwich

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport

Machetes
Collins Company The Collinsville

Machine Tools
Bullard Company The Bridgeport

Machine Work
Farrel-Birmingham Company Inc Ansonia
Fenn Manufacturing Company The (precision parts) Hartford
Hartford Special Machinery Co The (contract work only) Hartford
National Sherardizing & Machine Co (job) Hartford
Parker Stamp Works Inc The (Special) Hartford
Swan Tool & Machine Co The Hartford
Torrington Manufacturing Co The (special rolling mill machinery) Torrington

Machinery
Fenn Manufacturing Company The (Special) Hartford
Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Hallden Machine Company The (mill) Thomaston
Torrington Manufacturing Co The (mill) Torrington

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven
J L Lucas and Son Fairfield
State Machinery Co Inc New Haven

Machinery—Extruding
Standard Machinery Co The Mystic

Machinery—Metal-Working
Bristol Metal-Working Equipment Hartford
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Drawing
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Straightening
Mettler Machine Tool Inc New Haven

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
Coulter & McKenzie Machine Co The (special, new develpoment engineering design and construction) Bridgeport
Patent Button Company The Waterbury

Machines—Automatic
A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking
Bullard Company The Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co. (multiple spindle and double end) New Britain

Machines—Automatic Screw
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

Machines—Automatic Shaft Turning
Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

Machines—Conveyor
Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

Machines—Contin-U-Matic
Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

Machines—Draw Benches
Fenn Manufacturing Company The Hartford

Machines—Drill Spacing
Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills) Bridgeport

Machines—Drop Hammers
Fenn Manufacturing Company The Hartford

Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines—Mult-Au-Matic
Bullard Company The Bridgeport

Machines—Paper Ruling
John McAdams & Sons Inc Norwalk

Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co New Britain

Machines—Rolling
Fenn Manufacturing Company The Hartford

Machines—Slotting
Globe Tapping Machine Company The (High Production Screw Head Slotting) Bridgeport
Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

Machines—Swaging
Fenn Manufacturing Company The Hartford

Machines—Thread Rolling
Hartford Special Machinery Co The Hartford
Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Turks Head
Fenn Manufacturing Company The Hartford

Machines—Well Drilling
Consolidated Industries West Cheshire

Machines—Wire Drawing
Fenn Manufacturing Company The Hartford

Mail Boxes
Airline Manufacturing Company The Warehouse Point

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines
Pitney-Bowes Inc Stamford

Manicure Instruments
W E Bassett Company The Derby

Manganese Bronze Ingot
Whipple and Choate Company Bridgeport

Marine Engines
Kilborn-Sauer Company (running lights and searchlights) Fairfield
Lathrop Engine Co The Mystic

Marine Equipment
Wilcox Crittenden & Co Inc Middletown

Marine Reverse Gears
Snow-Nabstedt Gear Corp The New Haven

Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford

Matrices
W T Barnum & Co Inc New Haven

Mattresses
Waterbury Mattress Co Waterbury

Mechanics Hand Tools
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Boxes and Displays
Durham Manufacturing Company The Durham

Metal Cleaners
Apothecaries Hall Co Waterbury
MacDermid Incorporated Waterbury

Metal Cleaning Machines
Colt's Manufacturing Company Hartford

Metal Finishes
Mitchell-Bradford Chemical Co Bridgeport
United Chromium Incorporated Waterbury

Metal Finishing
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Metal Formings
Master Engineering Company West Cheshire

Metallizing
Conn Metal Finishing Co Hamden

Metal Novelties
H C Cook Co The 32 Beaver St Ansonia

Metal Products—Stampings
American Brass Company The Waterbury
J H Sessions & Son Bristol
Scovill Maunfacturing Company (Made-to-Order) Waterbury 91

Metal Specialties
Excelsior Hardware Co The Stamford

Metal Stampings
American Brass Company The Waterbury
Autoyre Co The (Small) Oakville
Bridgeport Chain & Mfg Co Bridgeport
DooVal Tool & Mfg Inc The Naugatuck
Excelsior Hardware Co The Stamford
Greist Mfg Co The 503 Blake St New Haven
H C Cook Co The 32 Beaver St Ansonia
Master Engineering Company West Cheshire
J A Otterbein Company The (metal fabrications) Middletown
J H Sessions & Son Bristol
Patent Button Co The Waterbury
G E Prentice Mfg Co The Kensington
Plume & Atwood Mfg Co The Waterbury
Saling Manufacturing Company Unionville
Stanley Works The New Britain
Swan Tool & Machine Co The Hartford
Verplex Company The (Contract) Essex
Waterbury Lock & Specialty Co The Milford

Meters—Gas
Sprague Meter Company Bridgeport

Meters—Parking
Rhodes Inc M H Hartford

Microscope—Measuring
Lundeberg Engineering Company Hartford

Milk Bottle Carriers
John P Smith Co The 423-33 Chapel St New Haven

Millwork
Hartford Builders Finish Co Hartford

Millboard
Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport

Milling Machines
Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
Wilcox Crittenden & Co Inc Middletown

Minute Minders
Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc Waterbury

Mixing Equipment
Eastern Industries Inc New Haven

Motor Switches
Gaynor Electric Company Inc Bridgeport

Moulded Plastic Products
Colt's Manufacturing Company Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road Watertown

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Die Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Lundeberg Engineering Company (plastics) Hartford
Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford
Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nettings
Wilcox Lace Corp The Middletown

Nickel Anodes
Apothecaries Hall Co Waterbury
Seymour Mfg Co The Seymour

Nickel Silver
American Brass Company The Waterbury
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford
(Advt.)

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
New Haven Printing Company The New Haven

Oil Burners
Malleable Iron Fittings Co (domestic) Branford
Miller Company The (domestic) Meriden
Peabody Engineering Corp (Mechanical and /or Steam Atomizer Stamford
Petroleum Heat & Power Co (domestic,commercial and industrial) Stamford
Silent Glow Oil Burner Corp The 1477 Park St Hartford
W S Rockwell Company (Industrial) Fairfield

Oil Burner Wick
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Outlets—Electric
General Electric Company Bridgeport

Ovens
W S Rockwell Company (Industrial) Fairfield

Package Sealers
Better Packages Inc Shelton

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford
Waterbury Lock & Specialty Co The Milford

Paints and Enamels
Staminate Corp The New Haven

Pants
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Gair Company Inc Robert Montville
New Haven Pulp & Board Co The New Haven
Robertson Paper Box Co Montville

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co Inc (folding) New Haven
New Haven Pullp & Board Co The New Haven
Robertson Paper Box Co (folding) Montville

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford
Warner Brothers Company The Bridgeport

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Parkerizing
Clairglow Mfg Company Portland

Parking Meters
Rhodes Inc M H Hartford

Pattern-Makers
Farrel-Birmingham Company Inc Ansonia

Penlights
Bridgeport Metal Goods Mfg Co Bridgeport

Pet Furnishings
Andrew B Hendryx Co The New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
American Brass Company The Waterbury
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Plainville

Photo Reproduction
New Haven Printing Company The New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pile Fabrics
Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass & copper) Bridgeport
Chas Brass & Copper Co (red brass and copper) Waterbury
Crane Company (fabricated) Bridgeport
Howard Co (cement well and chimney) New Haven

Pipe Fittings
Corley Co Inc The (300# AAR) Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (countersunk) West Hartford

Pipe Plugs—Socketed
Holo-Krome Screw Corp The West Hartford

Plastics
Naugatuck Chemical Division United States Rubber Co Naugatuck
Sponge Rubber Products Co Inc (expanded cellular) Shelton

Plastic Buttons
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury

Plastic Gems
Colt's Manufacturing Company Hartford

Plastics Machinery
Farrel-Birmingham Company Inc Ansonia

Plastic—Moulders
Colt's Manufacturing Company Hartford
Conn Plastics Waterbury
General Electric Company Meriden
Geo S Scott Mfg Co The Wallingford
Waterbury Companies Inc Waterbury
Watertown Mfrg Co The Watertown

Plastics—Moulds & Dies
Parker Stamp Works Inc The (for plastics) Hartford

Plasticrete Bloc
Plasticrete Corp Hamden

Plates—Switch
General Electric Company Bridgeport

Platers
Christie Plating Co Groton
Patent Button Co The Waterbury
Waterbury Plating Company Waterbury
Chromium Process Company The (Chromium Plating only) Derby

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Platers Metal
Plume & Atwood Mfg Co The Thomaston

Plating
Christie Plating Co The (including lead plating) Groton
Conn Metal Finishing Co Hamden

Plating Processes and Supplies
United Chromium Incorporated Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Newington
Scovill Manufacturing Company Waterbury 48

Plumbing Specialties
John M Russell Mfg Co Inc Naugatuck

Pole Line Hardware
Malleable Iron Fittings Co Branford

Police Equipment
The Smith-Worthington Saddlery Co Hartford

Polishing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson

Poly Chokes
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Powdered Metal Products
Powmetco Inc East Port Chester
Waterbury Companies Inc Waterbury

Power Presses
Fenn Manufacturing Company The Hartford

Prefabricated Buildings
City Lumber Co of Bridgeport Inc The Bridgeport

Premium Specialties
Waterbury Companies Inc Waterbury

Preservatives—Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") Simsbury

Press Buttons
Gaynor Electric Company Inc Bridgeport

Press Papers
Case Brothers Inc Manchester

Presses
Farrel-Birmingham Company Inc (Hydraulic) Ansonia
Henry & Wright Division of Hartford-Empire Company (automatic mechanical) Hartford

Presses—Molding
Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic) Mystic

Presses—Power
Waterbury Farrel Foundry & Machine Co The Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Whitlock Manufacturing Co The Hartford

Printing
Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford
Finlay Brothers Hartford
Heminway Corporation The Waterbury
Hunter Press Hartford
New Haven Printing Company The New Haven
Taylor & Greenough Co The Hartford
T B Simonds Inc Hartford
A D Steinbach & Sons New Haven
The Walker-Rackliff Company New Haven

Printing Machinery
Banthin Engineering Co (automatic) Bridgeport
Thomas W Hall Company Stamford

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
United Cinephone Corporation Torrington
Wassell Organization (Produc-Trol) Westport

Production Welding
Consolidated Industries West Cheshire

Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Pumps
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

Pumps—Small Industrial
Eastern Industries Inc New Haven

Pump Valves
Colt's Manufacturing Company Hartford

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
Bush Manufacturing Co West Hartford
G & O Manufacturing Company The New Haven
Vulcan Radiator Co The (steel and copper) Hartford

Radiators—Engine Cooling
G & O Manufacturing Co New Haven

Radio and Television Components
General Electric Company Bridgeport

Radio Receivers
General Electric Company Bridgeport

Rayon Specialties
Hartford Rayon Corporation The Rocky Hill

Rayon Yarns
Hartford Rayon Corporation The Rocky Hill

Reamers
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Reduction Gears
Farrel-Birmingham Company Inc Ansonia
Snow-Nabstedt Gear Corp The New Haven

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk
Sorensen & Company Inc Stamford

(Advt.)

Resistance Wire
C O Jeliff Mfg Co The (nickel, chromium, kanthal) Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
H P Townsend Manufacturing Co The Elmwood
L-R Mfg Div of The Ripley Co Torrington
Raybestos Div of Raybestos-Manhattan Inc The brake service equipment) Bridgeport

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Connecticut Manufacturing Company The Waterbury
Plume & Atwood Mfg Co The Waterbury
J H Sessions & Sons Bristol
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport

Roasters—Electric
General Electric Company Bridgeport

Rods
American Brass Company The (copper, brass, bronze) Waterbury
Bristol Brass Corp The (brass and bronze) Bristol
Scovill Manufacturing Company (brass and bronze) Waterbury 91

Roller Skates
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rolling Mills and Equipment
Farrel-Birmingham Company Inc Ansonia
Waterbury Farrel Foundry & Machine Co The Waterbury

Rolls
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) Ansonia

Rope Wire
American Steel & Wire Company New Haven

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co Naugatuck
Stamford Rubber Supply Co The ("Factice" Vulvanized Vegetable Oils) Stamford

Rubber—Cellular
Sponge Rubber Products Co Inc Shelton

Rubberized Fabrics
Duro-Gloss Rubber Co The New Haven

Rubber Footwear
Goodyear Rubber Co The Middletown
United States Rubber Company (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck

Rubber Gloves
Seamless Rubber Company The New Haven

Rubber Heels
Danbury Rubber Co Inc The Danbury

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Rubber Products, Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
Canfield Co The H O Bridgeport

Rubber—Reclaimed
Naugatuck Chemical Division United States Rubber Co Naugatuck

Rubber Soles
Danbury Rubber Co Inc The Danbury

Rubber Tile
Danbury Rubber Co Inc The Danbury

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Saddlery
The Smith-Worthington Saddlery Co Hartford

Safety Clothing
American Optical Company Safety Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Division Putnam

Safety Goggles
American Optical Company Safety Division Putnam

Sandwich Grills—Electric
General Electric Company Bridgeport

Saw Blades
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial
Kron Company The Bridgeport

Scissors
Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screw Machines
H P Townsend Mfg Company The Elmwood

Screw Machine Accessories
Barnaby Manufacturing and Tool Company Bridgeport

Screw Machine Products
Apex Tool Co Inc The Bridgeport
Blake & Johnson Co The Waterville
Bristol Screw Corporation Plainville
Centerless Grinding Co Inc The (Heat treated and ground type only)
19 Staples Street Bridgeport
Connecticut Manufacturing Company The Waterbury
Consolidated Industries West Cheshire
Eastern Machine Screw Corp The
Truman & Barclay Sts New Haven
Fairchild Screw Products Inc Winsted
Franklin Screw Machine Co The (up to 1¼" capacity) Hartford
Greist Mfg Co The (Up to 1½" capacity) New Haven
Humason Mfg Co The Forestville
Lowe Mfg Co The Wethersfield
National Automatic Products Company The Berlin
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
Olson Brothers Company (up to ¾" capacity) Plainville
Olson & Sons R P Southington
Peck Spring Co The Plainville
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Wallace Metal Products Co Inc New Haven
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury
Waterville Mfg Co The Waterville
Watkins Manufacturing Co Inc Milford

Screw Machine Tools
American Cam Company Inc (Circular Form Tools) Hartford
Somma Tool Co (precision circular form tools) Waterbury

Screws
American Screw Company Willimantic
Atlantic Screw Works (wood) Hartford
Blake & Johnson Co The (machine and wood) Waterville
Bristol Company The (socket set and socket cap screws) Waterbury
Charles Parker Co The (wood) Meriden
Clark Brothers Bolt Co Milldale
Connecticut Mfg Co The (machine) Waterbury
Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford
Scovill Manufacturing Company Waterbury 91

Screws—Socket
Allen Manufacturing Company The Hartford
Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines
Better Packages Inc Shelton

Sewing Machines
Greist Mfg Co The (Sewing machine attachments) 503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Shells
Wolcott Tool and Manufacturing Company Inc Waterbury

Sheet Metal Products
Airline Manufacturing Company The Warehouse Point
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Plume & Atwood Mfg Co The Waterbury
United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven

Sheet Metal Stampings
American Brass Company The Waterbury
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Naugatuck
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The Waterbury

Shipment Sealers
Better Packages Inc Shelton

Shoe and Corset Laces
Ansonia Mills Inc Ansonia

Showcase Lighting Equipment
Wiremold Company The Hartford

Shower Stalls
Dextone Company New Haven

Signals
H C Cook Co The (for card files)
32 Beaver St Ansonia

Sizing and Finishing Compounds
American Cyanamid Company Waterbury

Slide Fasteners
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury

Slings
American Steel & Wire Company New Haven

Smoke Stacks
Bigelow Company The (steel) New Haven

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Solder—Soft
Torrey S Crane Company Plantsville

Special Machinery
Farrel-Birmingham Company Inc Ansonia
Henry & Wright Division of Hartford-Empire Company Hartford
H P Townsend Mfg Company The Elmwood
Lundeberg Engineering Company Hartford
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Swan Tool & Machine Co The Hartford

Special Parts
Greist Mfg Co The (small machines, especially precision stampings) New Haven
J H Sessions & Son Bristol

Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware Corp New Britain

Special Tools & Dies
Lundeberg Engineering Company Hartford

Spinnings
Gray Manufacturing Company The Hartford

Sponge Rubber
Sponge Rubber Products Co The Shelton
United States Rubber Company Naugatuck

Spring Coiling Machines
Bowden Engineering Co (Torsion) Bristol
Torrington Manufacturing Co The Torrington

Spring Units
Owen Silent Spring Co Inc (mattresses and furniture) Bridgeport

Spring Washers
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs—Coil & Flat
Foursome Manufacturing Company Bristol
Han-Dee Spring and Manufacturing Co The (Coil and Flat) Hartford
Humason Mfg Co The Forestville
New England Spring Manufacturing Company Unionville
Peck Spring Co The Plainville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs—Flat
Foursome Manufacturing Company Bristol
Wallace Barnes Co The Div Associated Spring Corp Bristol
New England Spring Manufacturing Company Unionville

Springs—Furniture
Owen Silent Spring Co Inc Bridgeport

Springs—Wire
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
D R Templeman Co (jewelry) Plainville
Foursome Manufacturing Company Bristol
J W Bernston Company (coil and torsion) Plainville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Springs, Wire & Flat
Autoyre Company The Oakville

Stamped Metal Products
American Brass Company The Waterbury
Waterbury Companies Inc Waterbury

Stamps
Hoggson & Pettis Mfg Co The (steel)
141 Brewery St New Haven
Parker Stamp Works Inc The (steel) Hartford

(Advt.)

Stampings
Donohue Mfg Co Inc Watertown
DooVal Tool & Mfg Inc The Naugatuck
Han-Dee Spring and Manufacturing Co The (small) Hartford
Plume & Atwood Mfg Co The (small) Waterbury

Stampings—Small
Foursome Manufacturing Company Bristol
Greist Manufacturing Co The New Haven
L C White Company The Waterbury
Master Engineering Company West Cheshire
Rogers Corporation (Fibre Cellulose Paper) Manchester
Wallace Barnes Co The Div Associated Spring Corp Bristol

Stationery Specialties
American Brass Company The Waterbury

Steel
Stanley Works The (hot and cold rolled strip) New Britain

Steel Castings
Farrel-Birmingham Company Inc Ansonia
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Rolled Spring
Wallace Barnes Co The Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip and Sheets
American Steel & Wire Company New Haven
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order) Durham

Steel Rolling Rules
Waterbury Lock & Specialty Co The Milford

Steel Strapping
Stanley Works The New Britain

Stereotypes
W T Barnum & Co Inc New Haven

Stop Clocks, Electric
H C Thompson Clock Co The Bristol

Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Refractories Co The Shelton

Surface Metal Raceways & Fittings
Wiremold Company The Hartford

Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven

Surgical Rubber Goods
Seamless Rubber Company The New Haven

Switches—Electric
General Electric Company Bridgeport

Swaging Machinery
Hartford Special Machinery Co The Hartford

Switchboards
Plainville Electrical Products Company Plainville

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Synchronous Motors
R W Cramer Company Inc The Centerbrook

Tanks
Bigelow Company The (steel) New Haven
Storts Welding Company (steel and alloy) Meriden

Tape
Russell Mfg Co The Middletown

Tap Extractors
Walton Company The West Hartford

Taps, Collapsing
Geometric Tool Co The New Haven

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
Bristol Co The Waterbury

Television Receivers
General Electric Company Bridgeport

Testers—Non-Destructive
Sperry Products Inc Danbury

Textile Machinery
Merrow Machine Co The 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
American Dyeing Corporation (rayon, acetate) Rockville
Aspinook Corp The (cotton) Jewett City

Thermometers
Bristol Co The (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Bridgeport

Thermostats
Bridgeport Thermostat Company Inc (automatic) Bridgeport

Thin Gauge Metals
Plume & Atwood Mfg Co The Thomaston
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

Thread
American Thread Co The Willimantic
Belding Heminway Corticelli Putnam
Gardner Hall Jr Co The (cotton sewing) South Willington
Max Pollack & Co Inc Groton and Willimantic
Wm Johl Manufacturing Co Mystic

Thread Rolling Machinery
Hartford Special Machinery Co The Hartford

Threading Machines
Grant Mfg & Machine Co The (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Bristol
R W Cramer Company Inc The Centerbrook
Rhodes Inc M H Hartford

Timing Devices
A W Haydon Co The Waterbury
R W Cramer Company Inc The Centerbrook
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc Hartford

Tinning
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury
Wilcox Crittenden & Co Inc Middletown

Tools
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton

Tool Chests
Vanderman Manufacturing Co The Willimantic

Tools & Dies
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tools, Dies & Fixtures
Fonda Gage Company (also jigs) Stamford
Greist Mfg Co The New Haven

Tools, Hand & Mechanical
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

Toys
A C Gilbert Company New Haven
Geo S Scott Mfg Co The Wallingford
Gong Bell Co The East Hampton
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Tramways
American Steel & Wire Company New Haven

Trucks—Commercial
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies) Bridgeport

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
Excelsior Hardware Co The Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Bending
Donahue Mfg Co Inc Watertown

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tube Fittings
Scovill Mfg Co ("Uniflare") Waterbury

Tubers
Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic

Tubes—Collapsible Metal
Sheffield Tube Corp The New London

Tubing
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Company (brass and copper) Bridgeport
G & O Manufacturing Co (finned) New Haven
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Heat Exchanger
American Brass Company The Waterbury
Scovill Manufacturing Company Waterbury 91

Typewriters
Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Union Pipe Fittings
Corley Co Inc The (300# AAR) Plainville

Upholstering Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk
W S Rockwell Company (Industrial) Fairfield

Valve Discs
Colt's Manufacturing Company Hartford

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Bridgeport

Vanity Boxes
Bridgeport Metal Goods Mfg Co Bridgeport

Varnishes
Staminite Corp The New Haven

Velvets
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Willimantic
Velvet Textile Corporation The (velveteen) West Haven

Venetian Blinds
Findell Manufacturing Company Manchester

Ventilating Systems
Colonial Blower Company Plainville

Vibrators—Pneumatic
New Haven Vibrator Company (industrial) New Haven

Vises
Charles Parker Co The Meriden
Fenn Manufacturing Company The (Quick-Action Vices) Hartford
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

Waffle Irons—Electric
General Electric Company Bridgeport

Washers
American Felt Co (felt) Glenville
Auburn Manufacturing Company The (all materials) Middletown
Blake & Johnson The (brass, copper & non-ferrous) Watervillle
Clark Brothers Bolt Co Milldale
J H Sessions & Son Bristol
Plume & Atwood Mfg Co The (brass & copper) Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (clutch washers) Bridgeport
J H Rosenbeck Inc Torrington
Saling Manufacturing Company (made to order) Unionville
Sessions Foundry Co The (cast iron) Bristol

Washers—Felt
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Washing Machines—Electric
General Electric Company Bridgeport

Watches
E Ingraham Co The Bristol
New Haven Clock and Watch Co The (pocket & wrist) New Haven
United States Time Corporation The Waterbury

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

Water Heaters—Electric
Bauer & Company Inc Hartford

Waterproof Dressings for Leather
Viscol Company The Stamford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

(Advt.)

It's Made in Connecticut

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Welding
Farrel-Birmingham Company Inc — Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) — New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) — Hartford
Porupine Company The — Bridgeport

Welding—Lead
Storts Welding Company (tanks and fabrication) — Meriden

Welding Rods
American Brass Company The — Waterbury
Bristol Brass Co The (brass & bronze) — Bristol

Wheels—Industrial
George P Clark Co — Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, asbestos) — Middletown
Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks) — Bridgeport
Russell Mfg Co The — Middletown

Window & Door Guards
Hartford Wire Works Co The — Hartford

Wire
American Brass Company The — Waterbury
American Steel & Wire Company — New Haven
Atlantic Wire Co The (steel) — Branford
Bartlett Hair Spring Wire Co The (hair spring) — North Haven
Bridgeport Brass Company (brass and silicon bronze) — Bridgeport
Bristol Brass Corp The (brass & bronze) — Bristol
Driscoll Wire Co The (steel) — Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) — Winsted
Platt Bros & Co The (zinc wire) P O Box 1030 — Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel, silver) — Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) — Waterbury 91

Wire Arches & Trellises
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Baskets
Rolock Inc (Industrial—for acid, heat, degreasing) — Fairfield
Wiretex Mfg Co Inc (Industrial, for acid, heat treating and degreasing) — Bridgeport

Wire Cable
Bevin-Wilcox Line Co The (braided) — East Hampton

Wire Cloth
Hartford Wire Works Co The — Hartford
C O Jelliff Mfg Co The (all metal, all meshes) — Southport
Pequot Wire Cloth Co Inc — Norwalk
Rolock Incorporated — Fairfield
Smith Co The John P — New Haven

Wire Drawing Dies
Waterbury Wire Die Co The — Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Formings
Autoyre Co The — Oakville
G E Prentice Mfg Co The — Kensington
Master Engineering Company — West Cheshire
North & Judd Manufacturing Co — New Britain
Verplex Company The — Essex

Wire Forms
Colonial Spring Corporation The — Hartford
Connecticut Spring Corporation The — Hartford
Foursome Manufacturing Company — Bristol
Humason Mfg Co The — Forestville
New England Spring Mfg Co — Unionville
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Wire Goods
American Buckle Co The (overall trimmings) — West Haven
Patent Button Co The — Waterbury
Scovill Manufacturing Company (To Order) — Waterbury 91

Wire Partitions
Hartford Wire Works Co The — Hartford
John P Smith Co The 423-33 Chapel St — New Haven

Wire Products
Clairglow Mfg Company — Portland
Plume & Atwood Mfg Co The (to order) — Waterbury

Wire Reels
A H Nilson Mach Co The — Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) — West Haven

Wire Rope and Strand
American Steel & Wire Company — New Haven

Wire Shapes
Bridgeport Chain & Mfg Co — Bridgeport

Wire—Specialties
Andrew B Hendryx Co The — New Haven

Wires and Cable
General Electric Company (for central stations, industrial and mining applications) — Bridgeport
Rockbestos Products Corporation (asbestos insulated) — New Haven

Wires—Building
General Electric Company — Bridgeport

Wires—Telephone
General Electric Company — Bridgeport

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) — Salisbury

Wood Scrapers
Fletcher-Terry Co The — Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) — Hartford
Hartford Builders Finish Co — Hartford

Woven Awning Stripes
Falls Company The — Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Yarns
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) — Unionville
Aldon Spinning Mills Corporation The (fine-woolen and specialty) — Talcottville
Ensign-Bickford Co The (jute carpet) — Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 — Waterbury

Zinc Castings
Newton-New Haven Co Inc — 688 Third Ave West Haven

Business Tips

(Continued from page 42)

and out of this atmosphere can come the pure, unvarnished truth about employees' attitudes on their jobs.

Under certain conditions and in some organizations it may seem advisable to ask employees anonymously for their opinions. A simple, straightforward questionnaire will serve here. This need not be an expensive undertaking, but it is important that management determine specifically what information it wants. Then the questions should be put directly and in understandable form, allowing ample space for the worker's answers. The reply should be unsigned. Here again, if good results are to be expected, every effort must be made to encourage honest, forthright answers; there must be no fear of retaliation from the boss. Emphasis is laid on the fact that this survey is not necessarily an elaborate or costly undertaking. Questions should be formulated in terms of the individual company's interest; a direct, sincere questionnaire and simple, honest instructions will go far in obtaining the desired information.

Proof of management's sincerity, of course, lies in its deeds. Corrective action, adoption of suggestions, conferences with employees and explanations when ideas are not momentarily adopted are the best evidence that we mean business when we deal with our employees. Once we are alerted to the importance of knowing what the state of employee morale is and once a conscientious effort has been made to determine it, we can then say: "Our employees are happy because they told us so!"

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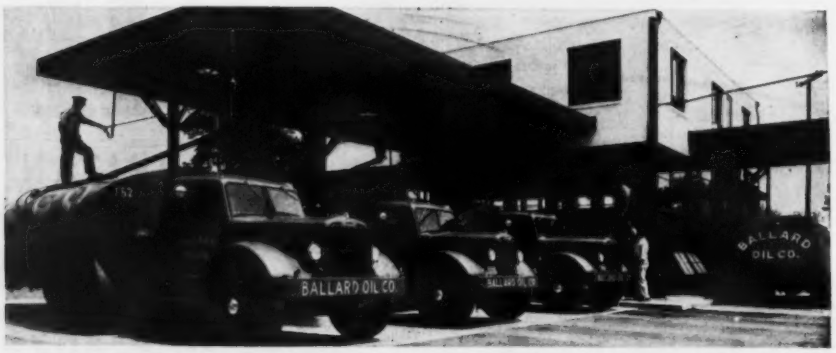

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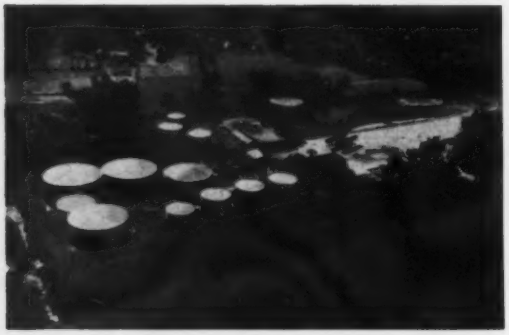

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